



The Influence of Leadership, Human Resource Management and Work Discipline on Employee Performance on the Seapup 2 Jack Up Rig Vessel

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Abstract: *This study examines the relationship of leadership, human resource management, and work discipline with employee performance aboard the Seapup 2 Jack Up Rig vessel owned by PT Swadaya Sarana Berlian. A quantitative approach was employed using questionnaire data collected from 75 respondents selected from a population of 76 crew members. The data were analyzed using multiple linear regression with IBM SPSS Statistics 23.0. The partial test results reported in the manuscript indicate that leadership is significantly associated with employee performance ($p = 0.040$), whereas human resource management shows no statistically significant association ($p = 0.141$). Work discipline is also reported as statistically significant ($p = 0.036$). However, the simultaneous-test results require verification because the reported F-statistic of 1.222 and significance value of 0.038 need to be checked against the original regression output. The findings highlight the different reported relationships of leadership, human resource management, and work discipline with employee performance in the study setting.*

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Introduction

One of the foundations of economic development is the improvement of employee performance from each employee in a company. Employee performance is the achievement of the implementation of activities carried out by employees to achieve company goals within a certain period. Employee performance is one of the key factors in driving optimal economic growth. Improving employee performance is the responsibility of various parties. Companies in achieving high employee performance need to pay attention to issues of knowledge, skills, abilities, attitudes, and behaviors that are driving factors in achieving productivity, because with high employee performance can guarantee the existence of a company.

Performance improvement is carried out by individuals who are dynamic, creative and open, but remain critical and responsive to new ideas and changes. This research was conducted on personnel

working on board the Rig Jack Up Seapup 2 owned by PT Swadaya Sarana Berlian. With working conditions located in the middle of the sea and far from land, of course, it can cause several problems that may hinder the performance of personnel employees which can ultimately disrupt the achievement of company performance. To lead these personnel requires a capable leader and is able to manage subordinates with various backgrounds. Therefore, good leadership management is needed from a leader to overcome various problems that may arise from such working conditions.

A leader's failure to manage subordinates can lead to a decline in employee performance. The concern is that if this decline in employee performance is not addressed, it will result in significant losses for the company. To achieve excellence in human resources, which also translates to superior performance for the company, the company must be able to improve the performance of its employees.

Good leadership management needs to be demonstrated by leaders in providing direction to subordinates. Another important thing that a leader must understand in managing their subordinates is that managing employees is difficult and complex, because these employees have heterogeneous feelings, statuses, desires, and backgrounds that they bring to the organization. Employees cannot be managed like machines, capital, and buildings. Employees are a very valuable asset owned by the company. Therefore, to align the interests of the company with the needs of employees, a leader must integrate the two. One way to integrate these two is by providing employee motivation. Companies not only expect skilled, capable, and competent employees, but most importantly, employees who are willing to work hard and desire to achieve maximum work results.

Previous studies that serve as references include research conducted by Popong et al. (2020), whose results showed a significant influence, both partially and simultaneously, between motivation and leadership style variables on employee performance. Furthermore, research by Septiady (2022) found that leadership has a strong influence on employee productivity. Furthermore, research by Dompok et al. (2023) showed a simultaneous influence of leadership and human resource competency on employee performance.

Based on the background of the problem that has been described, the researcher is interested in researching: "The Influence of Leadership, Human Resource Management and Work Discipline on the Performance of Employees on the Seapup 2 Jack Up Rig Vessel."

Research methods

This study uses a quantitative methodology. Sugiyono (2020), the use of quantitative methods with a descriptive approach aims to describe the character of a variable, group, or social phenomenon that occurs in society. The population in this study was the crew on the Rig Jack Up Seapup 2, totaling 76 people. The sampling technique used was the census technique, by making all members of the population into research samples. Based on this technique, the number of samples used in this study was 75 respondents, with the note that the researcher was not included as a sample. The instrument used in this study was a questionnaire used to measure variables of leadership management, human resources, supervision, and employee performance. which contained several question items and alternative answers. So respondents only had to choose an alternative answer. Question items were designed based on a Likert scale with 5 answer choices. The type of data analysis used in this study was multiple linear regression assisted by IBM SPSS 23.0 software. Multiple linear regression is intended to test the influence of two or more independent variables (leadership, HR, and work discipline) on one dependent variable (employee performance). This model assumes a relationship with each predictor.

Research results

The description of respondents in this study describes the answers of 75 respondents who work in the crew on board the Rig Jack Up Seapup 2. The general characteristics or profiles of respondents can be grouped based on gender, age and length of service. where there are 74 people (98.8%) who are male and 1 person (1.2%) is female. Based on the age of respondents consisting of 4 groups of age <25 years as many as 3 people or 4%, 31-45 years as many as 36 people or 48.1%, the age group of 31 to 45 years as many as 11 people or 14.8%, >45 years as many as 26 people or 34.6%. It was obtained that of the 75 respondents, there were 18 people (24.7%) who had worked for 5 to 10 years, there were also 13 people (17.3%) who had worked for 10 to 15 years. Then 17 people (23.5%) who had worked for more than 15 years there were 24 people (32.1%) who had worked for less than (<5) years.



Leadership Variables

The tabulation of the questionnaire results from the Leadership variable (X1) above shows that the majority of respondents gave a Strongly Agree (SS) answer with a percentage of 60% followed by respondents who answered Agree (S) at 38%. Respondents who answered Neutral (N) reached 0.8% while respondents who chose Strongly Disagree (STS) 0.04%, and Disagree (TS) (0.6%).

Human Resources Variables

The tabulation of the questionnaire results from the Human Resources variable (X2) above shows that the majority of respondents gave a Strongly Agree (SS) answer with a percentage of 51% followed by respondents who answered Agree (S) at 46%. Respondents who answered Neutral (N) reached 1.8% while no respondents chose Strongly Disagree (STS) or Disagree (TS) (0%).

Work Discipline Variable

The tabulation of the questionnaire results from the Work Discipline variable (X3) above shows that the majority of respondents gave a Strongly Agree (SS) answer with a percentage of 60% followed by respondents who answered Agree (S) at 38%. Respondents who answered Neutral (N) reached 0.8% while no respondents chose Strongly Disagree (STS) or Disagree (TS) (0%).

Employee Performance Variables

The tabulation of the questionnaire results from the Employee Performance variable (Y) above shows that the majority of respondents gave the answer Agree (S) with a percentage of 42% followed by respondents who answered Strongly Agree (SS) at 54%. Respondents who answered Neutral (N) reached 2.6% while those who chose Strongly Disagree (STS) were 0.6% and Disagree (TS) (1.2%).

Regression Analysis Test Results

Based on the table above, the resulting multiple linear equations are as follows:

$$Y = (-0.586) + 0.23(X1) + 0.138(X2) - 0.41(X3) + e$$

The model above has met all assumptions in multiple linear regression so it can be used for further analysis. All independent variables, namely leadership (X1), human resources (X2), and work discipline (X3), have a significant influence on the dependent variable, namely employee performance. The constant value is 0.586, which indicates that if the independent variables (leadership (X1), human resources (X2), and work discipline (X3)) are zero, then the value of Employee Performance (Y) will be 0.586. This indicates that even though there is no increase in these factors, there are still other factors outside the model that influence Employee Performance. The explanation is as below.

1. The leadership regression coefficient value (X1) is 0.23, which means that every 1 unit increase in leadership will increase Employee Performance by 0.586 assuming the other variables are constant.
2. The regression coefficient value of human resources (X2) is 0.138, which means that every 1 unit increase in human resources will increase Employee Performance by 0.586 assuming other variables are constant.
3. The value of the work discipline regression coefficient (X3) is 0.41, which means that every 1 unit increase in work discipline will increase Employee Performance by 0.586 assuming the other variables are constant.

T-test

The t-statistical test essentially shows how much influence one independent variable individually has in explaining the variation in the dependent variable. The t-test is measured by the p-value compared to a significance level of 0.05. The results of the t-test in this study are as follows:

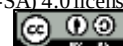


Table 1.1 t-Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.586	1,701		-.344	.032		
	Leadership	.023	.069	.059	.333	.040	.430	2,323
	resource	.138	.093	.250	1,490	.141	.476	2.101
	discipline	-.041	.053	-.134	-.783	.036	.457	2,189
a. Dependent Variable: Abs_RES								

Based on the results of the partial t-test in the table above, with a t-table value of 1.996, then:

1. Leadership Variable (X1)

H0: Leadership variables do not influence Employee Performance variables (Y)

H1: Leadership variables have an effect on Employee Performance variables (Y)

Based on the table above, the results of the t-test for the leadership variable show that the calculated t-value is 0.333 with a significance level of 0.040. Since $0.333 < 1.996$ and $0.040 < 0.05$, H0 is rejected and H1 is accepted. The conclusion is that the Leadership Variable (X1) has an effect on employee performance (Y).

2. Human resource variable (X2)

H0: Human resource variables do not influence employee performance variables (Y)

H2: Human resource variables influence employee performance variables (Y).

Based on the table above, in the results of the t-test of the human resources variable, the t-value is 0.783 with a significance level of 0.141. Since $1,490 < 1,996$ and $0.141 > 0.05$, H0 is accepted and H1 is rejected. Conclusion The independent variable of human resources (X2) has no effect on employee performance (Y).

3. Work discipline variable (X3)

H0: The work discipline variable does not affect the Employee Performance variable (Y)

H1: Work discipline variables have an effect on employee performance variables (Y)

Based on the table above, the t-test results for the discipline variable show that the calculated t-value is 0.783 with a significance level of 0.036. Since $0.783 < 1.996$ and $0.036 < 0.05$, H0 is rejected and H1 is accepted. The conclusion is that the work discipline variable (X3) has an effect on employee performance (Y).

Coefficient of Determination (R²)

Based on the SPSS output display in the table below, the coefficient of determination (R²) value produced is 0.49, meaning that the leadership variables (X1), human resources (X2), and work discipline (X3) collectively influence employee performance (Y) by 49%. Meanwhile, the remaining 51% is influenced by other factors not included or discussed in this study.

F test

The F-test aims to determine the joint influence between independent variables on the dependent variable (Employee Performance). The test can be seen in the table below (ANOVA) with a probability level below 5% alpha.



Table 2. t-Test Results ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,329	3	1,776	1,222	.038b
	Residual	103,188	71	1,453		
	Total	108,517	74			

a. Dependent Variable: Abs_RES

b. Predictors: (Constant), discipline, resources, leadership

Based on the table above, it can be seen that the probability value is 0.038 (below 5%) and with an F value of 1.222. So it can be concluded that the variable leadership (X1), human resources (X2) and work discipline (X3) have an influence on employee performance variables (Y)) simultaneously.

Discussion

1. The Influence of Leadership on Employee Performance

Based on the research results, the leadership variable has a value with a significant level of 0.040 < 0.05, in other words, H1 is accepted. This means that the Leadership Variable influences employee performance. This means that leadership is one of the components supporting the success of a company, leadership can influence employee psychology. with leadership itself can influence subordinates to raise employee performance in order to achieve company goals. Based on the results of this study, it can be said that leadership style has a direct influence on employee performance.

2. The influence of human resources on employee performance

Human resources in this study, the t-value is 0.783 with a significance level of 0.141. Since $1,490 < 1,996$ and $0.141 > 0.05$, H_0 is rejected, meaning human resources (X2) have no effect on employee performance (Y). This contrasts with research conducted by Nunu Nurjaya (2021), which concluded that work discipline has a positive and significant effect on employee performance at PT. Hazara Cipta Pesona, both partially and simultaneously. Research by Sulaeman et al. (2021) found that compensation has a significant effect on employee performance, where appropriate compensation can foster work enthusiasm and reduce the desire to leave work. Ramdhan et al. (2025) also showed that harmony between employees and open communication between departments support effective team collaboration.

3. The influence of work discipline on employee performance

Based on the analysis of the calculation results, Work Discipline has a significant effect on Employee Performance, showing a significance level of $0.036 < 0.05$, so H_1 is accepted, which means that work discipline has a positive and significant effect on Employee Performance. This research is in line with research by Reni Hindriari (2018), Latfiani, P. (2024), Setiawan, MS, & Priatna, IA (2025) Work discipline has a positive and significant effect on employee performance. This research aligns with the findings of Angga Pratama (2020), who found that employee performance is significantly influenced by work discipline, with a coefficient of determination of 13.8%.

4. The Simultaneous Influence of Leadership Management, Human Resources, and Work Discipline on Employee Performance

Based on the table above, it can be seen that the probability value is 0.038 (below 5%) and with an F value of 1.222. So it can be concluded that the variable leadership (X1), human resources (X2) and work discipline (X3) have an influence on the productivity variable (Y)) simultaneously. DWork discipline, career development, and leadership style are important factors influencing employee performance within an organization. The results of this study align with research



conducted by Bagus (2022), which found that leadership style, motivation, and work discipline collectively have a positive influence on employee performance.

Conclusion

Based on data analysis and discussion, the following conclusions can be drawn:

1. The results of this study indicate that leadership management influences employee performance with a significance level of $0.040 < 0.05$. Based on the results of this study, it can be said that leadership style has a direct influence on employee performance.
2. Human resource variables do not affect employee performance with a significance level of $0.141 > 0.05$. Efforts to optimize employee performance in a company need to pay attention to factors that influence employee performance, such as wages, work environment, and motivation.
3. Based on the test results, work discipline has a significant effect on employee performance, showing a significance level of $0.036 < 0.05$, so H1 is accepted, which means that work discipline has a positive and significant effect on employee performance.
4. Based on the table above, it can be seen that the probability value is 0.038 (below 5%) and with an F value of 1.222. Therefore, it can be concluded that the variables of leadership management (X1), human resources (X2), and work discipline (X3) have an effect on the employee performance variable (Y) simultaneously.

Suggestion

The results of this study are expected to serve as reference material for future researchers conducting similar research. Future researchers are expected to expand the research by adding other variables. This is because there are many factors that can certainly influence employee performance. This way, research like this can be further developed.

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