

The Effect of Leadership, Motivation and Work Discipline on Employee's Performance: A Case Study of Husky CNOOC Madura Limited (HCML)

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Abstract

This study aims to determine the influence of leadership, motivation and work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. The object of this research is the employees of Husky Company CNOOC Madura Limited (HCML). The population in this study amounted to 211 employees, with a total sample of 139 Husky Company CNOOC Madura Limited (HCML) employees. The sampling technique used is probability sampling. The data used is primary data. Data collection techniques by distributing questionnaires. The data analysis used is the instrument test, the classical assumption test and the multiple linear regression test using a significant level of 5%. The results showed a significant influence of leadership, motivation, and work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. It indicates a significant influence of leadership on the performance of Husky CNOOC Madura Limited (HCML) employees. Shows that there is a significant influence of motivation on the performance of Husky CNOOC Madura Limited (HCML) employees. It indicates a significant effect of work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. The variables of leadership, motivation, and work discipline can explain changes in employee performance by 57.2%, and the remaining 42.8% is explained by other variables not included in this study.

Keywords: Employee performance, leadership, motivation, and work discipline

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1. Introduction

Human resources have an important role in an organization. Even though it is supported by facilities and infrastructure and excessive financial resources, with the support of reliable human resources, organizational activities will be completed properly. This shows that human

resources are the primary key that must be considered with all their needs. As the main key, human resources will determine the success of implementing organizational activities. Organizational demands to obtain, develop and maintain quality human resources are increasingly urgent following the ever-changing dynamics of the environment.

Changes need top management support as an important first step, not just lip service. Leaders must be able to mobilize a team, work processes must be developed, and human resource processes must be the main focus. According to Kurniawanto (2016), human resource management (MSDM) is a field of general management which includes aspects of planning, organizing, controlling and implementing.

Human resources is a driving force for many organizations influenced by the behaviour of the participants (participants) or actors. The granting of authority and responsibility regulates the participation of human resources in the organization. Formulate the authority and responsibility that employees must achieve with standards or benchmarks set and agreed upon by employees and superiors. Employees and their respective superiors can set work targets and performance standards that must be achieved and assess the actual results achieved at the end of a specific period.

Employee performance issues are still in the spotlight in a company's progress. Good employee performance is one of the keys to a company's success and sustainability. According to Mangkunegara and Prabu (2011), performance is the result of work in quality and quantity produced by a worker in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Kasmir (2016), performance is work performance that someone can achieve in carrying out tasks according to the responsibilities given. Some things that can affect performance are leadership, motivation, discipline, ability or expertise, knowledge, work design, personality, organizational culture, job satisfaction, work environment, and work commitment.

Leadership is a very influential factor in the development of employee performance. However, it is not easy to understand and apply leadership properly. Work motivation needs to be owned by an employee, and a leader must direct it. To get optimal work results, one of which is the ability of leaders to direct employees to be willing to do what the company wants. Leaders in a company, both profit-oriented and non-profit-oriented, have a dominant position in determining the progress of a company. The performance produced by a company is an illustration of the ownership of the results provided by the leader who manages the company (Fahmi, 2013).

Motivation also has a vital role in improving employee performance. An employee can achieve multiple motivations when involved in achieving organizational goals. Appreciation from the leadership can motivate employees. So motivation is something that causes, distributes, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2017).

Besides leadership and motivation, work discipline also influences employee performance. With the discipline/discipline of work from interested parties, achieving the company's desired goals becomes possible. Discipline must be upheld in a company organization. With the support of good employee discipline, it is easier for companies to realize their goals. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, the existence of work discipline will guarantee the maintenance of order and the smooth implementation of tasks so that optimal results are obtained, organizational targets will be achieved, and for employees, a pleasant working atmosphere will be obtained to increase

morale in carrying out work. So, discipline is the key to a company's success in achieving its goals (Hasibuan, 2017). However, this contradicts the research of Septiani (2020), which states that leadership does not affect employee performance; even though employees do not have good leaders, they still work according to their respective duties.

The results of research conducted by Ismawati (2017) show that motivation does not affect employee performance, which means that motivation does not affect performance; even though employees are not motivated, they still work according to their respective duties. Meanwhile, research conducted by Syah, Marnisah and Zamzam (2021) shows a significant influence on employee performance, so any increase in employee motivation will increase employee performance in their duties.

Based on the research results conducted by Istifadah and Santoso (2019), discipline has a positive and significant influence on performance. This contradicts the results examined by Gustiatun (2015), which shows no effect of work discipline on employee performance.

Husky-CNOOC Madura Limited (HCML), one of the production sharing contracts (PSC) of the Upstream Oil and Gas Business Activities Executive Agency (BPMIGAS), which was later changed to the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), Ministry of Energy and Mineral Resources, as a representative of the Government of the Republic of Indonesia to explore and exploit oil and natural gas in the Madura Strait.

As a company implementing upstream oil and gas business activities, which rely on the level of performance of its employees, the company is required to optimize its employees' performance in the hope that its goals will be achieved. In facing this competitive competition, companies are required to improve company performance in all aspects of the company, including marketing, financial, production, and human resource aspects. To get good results, quality human resources must support one and have a competitive advantage, namely multi-skilling knowledge, which is a strength for organizations to face business challenges. Skilled and reliable employees will create efficiency in the company.

Based on the results of a survey conducted by the authors at the HCML company, the authors found phenomena that became a problem within the company, namely employee performance that was not following the wishes and goals of the company. The cause is a decrease in quality, quantity and timeliness. The performance achievements in quantity (quantity indicator) or the amount of gas lifting that HCML can carry out still need to meet the set targets from January to November 2022; it looks not optimal. This is because, in those months, there were equipment breakdowns and unplanned shutdowns. This condition makes performance achievements in quantity not optimal and has yet reached the set targets.

The failure to achieve the above production results is also caused by the phenomenon that occurs from the quality of work (quality indicator), which is not optimal, marked by the presence of several employees who do not work according to the standard procedures set so that the quality of the gas produced is poor and cannot be channelled to consumer. This was also added because there were several spare parts (materials) ordered which needed to be managed efficiently; spare parts should have been in the field, but due to late arrival times resulting in sub-optimal work results.

The phenomenon of leadership variables that have problems with work instruction indicators where leaders do not provide clear directions to subordinates when problems occur so that problems often arise protracted without any solution. The indicator of the ability to hear

suggestions has a phenomenon. When problems arise, leaders in the field do not want to listen to input from their subordinates or other departments, so the decisions are inappropriate. Not only the indicators but the exemplary indicator also has problems/phenomena where leaders do not provide the right example to employees, such as the behaviour of leaders who do not reflect themselves as leaders, such as lack of motivation for employees under them and lack of interaction with subordinates, which results in the high distance between subordinates and superiors.

The phenomenon of motivational variables that is problematic with indicators of self-esteem is that there is no appreciation from the company for employees who have done/demonstrated good work performance, so employees do not work hard. This causes employees to try to find another job. Another problematic indicator is physical needs (bonus giving), where employees think the company needs to give adequate bonuses and the benefits provided are not following the employee's role when the employee meets the expected work goals so that employees are not motivated to work even better. Furthermore, the problematic indicator is physical needs (housing facilities); in this case, many employees leave the company when other companies provide housing facilities and other facilities that are more adequate because the current company feels inadequate. The phenomenon of work discipline variables in HCML is regarding punctuality, adherence to rules and responsibilities of HCML employees.

It can be seen that there is a problem with the indicator of obedience to office rules marked by the number of employees absent on that day without clear reasons, which should have been 211 people present on that day, but only 142 people were present. While the problem with the timeliness indicator, some employees enter and leave work not according to the set time, some employees arrive late, and some leave early, namely entering at 07:00 and leaving work at 16:00. Whereas, in high responsibility, it is found that many employees carry out tasks not following superiors' orders and ignore existing procedures in the organization.

2. Literature Review

According to Wibowo (2017), performance is a description of the achievement of the implementation of an activity or program to realize the goals, objectives, vision and mission of the organization contained in the strategic planning of an organization. Employee performance is the result of performance that a person or group of people can achieve in an organization both qualitatively and quantitatively following the authority, duties and responsibilities of each individual to achieve the goals of the organization concerned without unlawful and following morality or ethics. The company can develop the desire of every individual in the company, so with this development, the company will be able to compete and keep up with the times. Therefore, the goals expected by the company can be appropriately achieved. Optimal and stable performance is not a coincidence. Of course, employees have gone through the stages of good performance management and made maximum efforts to achieve it because performance management is a process of planning, organizing, implementing and controlling performance achievement. It is communicated continuously by leaders to employees, between employees directly and their superiors.

According to Hamali (2016), performance is the output produced by a job or profession's functions or indicators within a specific time. Meanwhile, according to Edison, Anwar and Komariyah (2018), performance results from a process that refers to and is measured over a certain period based on predetermined terms and agreements. Employee performance is essential because, with this performance, it will be known how far the employee's ability is in

carrying out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference. Performance is the willingness of a person or group of people to carry out an activity and perfect it following their responsibilities with the expected results. Performance can also be referred to as the result of a group of people by a company following their respective authorities and responsibilities to achieve company goals legally, not breaking the law and not contradicting morals or ethics. From the explanation of the theory regarding the notion of performance, it can be concluded that performance is the result of something that has been done within the organization according to the responsibilities and authorities that have been given to individuals or work groups in order to achieve organizational goals following existing values and norms.

Leadership is a person's ability to direct other people who are organized, following the wishes and provisions for achieving organizational goals. In essence, leaders can influence morale, job satisfaction, work life, and an organization's achievement level. To achieve all these things, a leader must have the ability and leadership skills to direct his subordinates to achieve a company's goals. According to Wibowo (2017), leadership is the nature, habits, temperament, character and personality distinguishing a leader in interacting with others. Meanwhile, according to Hasibuan (2017), leadership is a way for leaders to influence their subordinates so they want to work together and work productively to achieve organizational goals.

According to Busro (2018), leadership is the behaviour of an individual who directs a group's activities towards one goal to be achieved together. Meanwhile, according to Afandi (2018), leadership is a process of influencing groups towards achieving leadership goals wherever influencing or encouraging a person or group of people to work voluntarily to achieve specific goals or targets in certain situations. In conclusion, leadership is the driving force for all activities or activities to influence the will of others to achieve common goals. Behaviours and strategies result from skills, traits, and attitudes often applied by a leader when trying to influence the performance of his subordinates.

According to Wibowo (2017), motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are intangible, which provide the strength to encourage the individual to behave in achieving goals. If individuals are motivated, they will make positive choices to do something because motivation can spur employees to work hard to satisfy their desires and increase their work productivity, ultimately affecting the achievement of organizational goals. Meanwhile, according to Hasibuan (2017), motivation causes distributes, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results. Based on the understanding of motivation, it can be concluded that motivation arises from within a person to achieve specific goals and can also be due to encouragement from others. However, good motivation is a motivation that arises from within oneself without any coercion.

Work discipline is an attitude, behaviour and actions that follow written and unwritten rules by company management to achieve company goals. If they violate, there will be sanctions for the violation. The main aim of discipline is to maximize results by preventing the wastage of time and energy. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. In addition, discipline tries to prevent damage to or loss of property, machinery, tools and work equipment caused by carelessness, jesting or theft. Good discipline is reflected in the amount of a person's sense of responsibility towards the task given to him. Regulations are needed to create good order in the office where they work because the discipline of an office or place of work is said to be good if some employees obey the existing

regulations. Hasibuan (2017) states that discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. So, work discipline is one of the functions of human resource management as a guide in implementing company rules. Based on the understanding of work discipline, it can be concluded that work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and the ability to carry them out and not shy away from accepting sanctions if he violates his duties and the powers conferred upon him.

According to Kasmir (2016), the factors influencing performance include leadership, motivation and work discipline. A similar study was conducted by Potu (2013); the results of his research showed that leadership, motivation and work environment simultaneously had a positive and significant effect on employee performance. While Hernowo's (2011) research results show that the observance of employee working time still needs to be higher because the level of awareness of employees towards time still needs to be improved. At the same time, employees' obedience in carrying out their duties has been categorized as good as a guide in carrying out work. Employee performance achievements need to follow the wishes and goals of the company. The cause is a decrease in the quantity/amount of production due to frequent unplanned production stoppages due to poor equipment maintenance by employees, decreased production quality and lack of timely equipment provision efficiency.

The factors that influence performance include leadership (Kasmir, 2016). Leadership factors play an essential role in the overall effort to improve performance at the individual or organizational level. It is said so because performance does not highlight from the point of view of the implementing staff, who are generally technical, but from the group and managerial as well.

Similar studies that have been conducted by Utami (2015) and Wihardi, Pradhanawati and Nugraha show that leadership has a positive effect on employee performance, meaning that leadership influences employees through the communication process to achieve organizational goals is expected to cause positive changes in the form of dynamic strength who can coordinate the organization in order to achieve its goals if it is determined following the corridors that have been determined by both parties following the position held.

Based on the results of interviews conducted by the author with HCML employees. It can be seen that the leadership still needs to improve. The problem of inaccurate work instructions given by the leadership, the leader who does not listen to input from subordinates and the lack of example from a leader results in incompetent leadership.

According to Kasmir (2016), the factors influencing performance include motivation. Motivation can better shape a person's behaviour in carrying out their duties. Therefore, high employee motivation can be directly proportional to an organization's performance results. Motivation can positively and significantly influence employee performance; decreased employee motivation can be caused by a lack of organizational attention to employees. Therefore, organizations must provide space for employees to carry out their aspirations and provide good rewards for employees so they can be motivated to carry out their duties. Employees will be motivated if they get praise and attention from the leader. If employees are motivated, it will increase employee performance.

High-motivation employees will perform their duties optimally to achieve the organization's goals. This statement is supported by the results of research conducted by Hasanudin (2019), and Faisal and Asri (2022); the results of the research show that work motivation has a positive

and significant influence on employee performance. Based on the results of this study, it was found that the high condition of work motivation will affect employee performance.

Based on the results of interviews conducted by the author with HCML employees, it can be seen that there are still some employees whose work motivation is low. have additional incentives; apart from that, there are still employees who rent houses quite far from the work location which results in employees being late every day, which employees hope for housing facilities provided by the company. From the description of the interview results, there are still indications of low motivation.

3. Research Method

This research was conducted at the Husky CNOOC Madura Limited (HCML) company, which is one of the Production Sharing Contracts (PSC) of the Upstream Oil and Gas Business Activities Executive Agency (BPMIGAS), which was later changed to the Special Task Force for Upstream Oil and Gas Business Activities. (SKK Migas), Ministry of Energy and Mineral Resources, as a representative of the Government of the Republic of Indonesia, to conduct exploration and exploitation of oil and gas in the Madura Strait, having an address in Indonesia. The type of data used in this research is quantitative data. The type of quantitative data in this study is obtained from filling out a data questionnaire as an instrument. Primary data in this study were from direct interviews and the results of filling out questionnaires conducted by respondents, namely HCML employees. The variables tested are the independent variables consisting of Leadership (X1), Motivation (X2) and Work Discipline (X3) to the dependent variable, namely Employee Performance (Y). The population used in this study was 211 HCML employees. The sampling technique uses probability sampling, which provides equal opportunities for each element (employee) of the population to be selected as a sample member, in this case, using the Cluster Sampling technique. The analytical method used in this study is multiple regression (Fauzi, Dencik & Asiati, 2019).

4. Findings and Discussions

The following result of multiple regression is $Y = 0.808 + 0.327X_1 + 0.291X_2 + 0.163X_3$. A constant value of 0.808 is positive, indicating that if leadership, motivation, and work discipline are zero, then the performance of Husky-CNOOC Madura Limited (HCML) employees will still be positive. The leadership coefficient value is 0.327, indicating that leadership positively affects employee performance. This means that if leadership is improved, then employee performance will increase. Conversely, if leadership decreases, employee performance will decrease with the assumption that motivation and work discipline remain.

The motivation coefficient value is 0.291, indicating that motivation positively affects employee performance. This means that if there is an increase in motivation, the employee's performance will increase. Conversely, if motivation decreases, employee performance will decrease with the assumption of leadership and permanent work discipline. The coefficient value of work discipline is 0.163, indicating that work discipline positively affects employee performance. This means that if there is an increase in work discipline, the employee's performance will increase. Conversely, if work discipline decreases, employee performance will decrease with the assumption that leadership and motivation remain. The result can be seen in Table 1.

Table 1. Regression Result

Model	Unstandardized	Standardized	t	Sig.
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		Coefficients		Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.808	.222	3.634	.000
	Leadership	.327	.066	.413	.000
	Motivation	.291	.074	.277	.000
	Work Discipline	.163	.073	.187	.029

Table 2 shows the results of the F (simultaneous) test. It can be seen that the Fcount value is 62.504. Meanwhile, the value of Ftable with a significant level of $\alpha = 5\%$ and degrees of freedom $F_{table} = f(k) (n-k)$, $F_{table} = f(3) (139-3) = f(3) (136)$ is 2.67. $F_{count} 62.504 > F_{table} 2.67$ while a significant value is $0.000 < 0.05$. Then H_{o1} is rejected, and H_{a1} is accepted, meaning that there is a significant influence of leadership, motivation and work discipline on the performance of Husky-CNOOC Madura Limited (HCML) employees.

The results of this study are in line with the results of the respondents' answers where the findings of researchers at the company, namely as many as 31 employees answered disagreeing with the statement that each employee works according to procedures; this is evidenced by the results of employee performance achievements experiencing a decrease in the quality of poor gas standards so that it cannot be distributed to consumers. As many as 22 employees answered that they disagreed with the statement that spare parts always arrive on time, meaning that the spare parts purchased did not arrive on time, resulting in equipment damage or planned shutdown. Eleven employees disagreed that the quality of the gas produced was good, meaning that some employees thought the quality of the gas produced still needed improvement. The problem that researchers found affects the achievement of employee performance; if these problems can be overcome, then employee performance improves so that company goals can be achieved. The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variables used were leadership, motivation, and work discipline.

A similar study was conducted by Potu (2013); the results of his research showed that leadership, motivation and work environment simultaneously had a positive and significant effect on employee performance. While Hernowo's (2011) research results show that the observance of employee working time still needs to be higher because the level of awareness of employees towards time still needs to be improved. In contrast, employees' obedience in carrying out their duties has been categorized as good as a guide in carrying out work.

Table 2. ANOVA Result

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.144	3	8.715	62.504	.000 ^b
	Residual	18.823	135	.139		
	Total	44.967	138			

Table 3 shows the results of the regression coefficient test. The value of t table with a significant level of $\alpha = 5\%$, $t_{table} = t(\alpha/2) (n-2) = t(0.05/2) (139-2) = t(0.025) (137)$ is 1, 977. Based on the results of data analysis, the leadership t value is $(4.962) > t_{table} (1.977)$ with a sig t value of $(0.000) < (0.05)$. Then H_{o2} is rejected, and H_{a2} is accepted, meaning that leadership has a significant influence on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are consistent with the results of the respondents' answers,

where the results of respondents' answers indicate that the leadership of the Husky-CNOOC Madura Limited (HCML) company still needs to be improved. The researcher found a problem in the respondents' answers, where as many as 38 employees disagreed with the statement that interactions with subordinates were well established, meaning that employees considered the relationship between leaders and subordinates needed to be better established. Then as many as 23 employees answered that they disagreed that the decisions taken were always right, meaning that employees considered that the decisions taken by the leadership were still not quite right, such as handling problems that were not quite right so that the problem dragged on without any solution. Twenty-one employees answered that they disagreed with the statement that the leadership provided direction in achieving goals; some employees thought that the leadership needed to provide clear directions to subordinates when problems occurred.

Based on the existing problems, the researchers suggest that employees need to be given direction regarding company goals, leaders need to maintain good interaction with their subordinates, and the leadership's firm attitude in making decisions needs to be done correctly. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is leadership.

Similar studies that have been conducted by Utami (2015) and Wihardi, Pradhanawati and Nugraha (2014) show that leadership has a positive effect on employee performance, meaning that leadership influences employees through the communication process to achieve organizational goals is expected to cause positive changes in the form of dynamic strength who can coordinate the organization in order to achieve its goals if it is determined following the corridors that have been determined by both parties following the position held. However, this contradicts the research of Septiani (2020), which states that leadership does not affect employee performance; even though employees do not have good leaders, they still work according to their respective duties. In this case, there is a difference with the research I conducted at the Husky-CNOOC Madura Limited (HCML) company; the leadership variable affects performance. In previous research companies, leadership did not significantly affect performance. This could happen because the previous research used data processing and analysis using the Partial Least Square (PLS) method with a sample of 70. Meanwhile, this study applies a technical multiple linear regression analysis using a sample of 139.

Based on the results of data analysis, the count motivation value is $(3.935) > t \text{ table } (1.977)$ with a sig t value of $(0.000) < (0.05)$. Then H_{o3} is rejected, and H_{a3} is accepted, meaning that motivation has a significant effect on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are in line with the results of the respondents' answers, where the results of respondents' answers indicate that motivation at the Husky-CNOOC Madura Limited Company (HCML) has yet to be given optimally. The findings of the researchers were that as many as 35 employees answered disagreed with the statement that the bonuses given were sufficient, meaning that so far, the bonuses received by employees were considered inadequate and not following the role of employees who met the expected work goals so that employees were not motivated to work better than previously. Then as many as 11 employees answered that they disagreed with the statement that the company provided housing facilities for office employees, meaning that employees considered the company needed to

provide adequate housing facilities compared to other companies. As many as 8 employees answered that they disagreed with the statement that benefits are given following the role of company employees, meaning that some employees consider that benefits are not given following the role of employees who have fulfilled employee work goals. Based on the existing problems, the researchers suggest that employees need to be rewarded if the target is achieved, giving adequate bonuses to employees with work roles following the role of employees. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is motivation. The results of this study are also in line with research conducted by Hasanudin (2019), and Faisal and Asri (2022); the results of the study show that work motivation has a positive and significant influence on employee performance. Based on the results of this study, it was found that the high condition of work motivation will affect employee performance. High-motivation employees will perform their duties optimally to achieve the organization's goals.

However, this contradicts the research conducted by Ismawati (2017), which shows that motivation does not affect employee performance, which means that motivation does not significantly affect performance; even though employees are not motivated, they still work according to their respective duties. , in this case, there is a difference between the previous research conducted by Ida Ismawati with the author's research on the object of previous research, namely the employees of the production department of PT. Gatra Mapan Ngijo Karang Ploso, while the author's research object is Husky-CNOOC Madura Limited (HCML) company employees, both research methods use multiple linear regression analysis.

Based on the results of data analysis, the count value of work discipline is $(2.214) > t$ table (1.977) with a sig t value of $(0.029) < (0.05)$. Then H_0 is rejected, and H_a is accepted, meaning that work discipline has a significant effect on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are in line with the results of the respondents' answers, where the results of the respondents' answers indicate that the work discipline at Husky-CNOOC Madura Limited Company (HCML) is not said to be good. The study results found that as many as 40 employees disagreed with the employee's statements paying attention to existing work procedures. The problem that the researchers found referred to the initial problem where employees did not carry out their duties correctly and according to directions, resulting in decreased employee performance. Then as many as 19 employees disagreed with the statement that employees came to work before working hours started, meaning that employees considered that not all employees came to work before working hours or later than working hours started. Furthermore, as many as 16 employees answered that they disagreed with the statement that employees always come to the office, meaning that employees consider that employees sometimes do not come to work hours. This is evidenced by the number of employees absent during working hours for no apparent reason. Based on the existing problems, the researchers suggest that employees pay attention to work discipline issues such as punctuality, obedience to work rules and responsibilities. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

The results of this study are in line with the theory put forward by Kasmir (2016) that several

factors, including abilities, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is work discipline. Similar studies that have been conducted by Mendonca (2022) show that work discipline has a significant influence on employee performance. While this study contradicts the results examined by Gustiatun (2015), which shows that there is no effect of work discipline on employee performance, in this case, there are differences in previous research conducted by Gustiatun (2015) with the author's research on previous research objects, namely to PT Cartenz Adventure Karanganyar employees who have fewer employees than the author's research object. The Husky-CNOOC Madura Limited (HCML) company has more than 200 employees with different levels of discipline.

Table 3. t-test Result

Model	t	Sig.
1 (Constant)	3.634	.000
Leadership	4.962	.000
Motivation	3.935	.000
Work Discipline	2.214	.029

5. Conclusion

It can be concluded that leadership, motivation, and work discipline significantly influence the performance of Husky-CNOOC Madura Limited (HCML) employees. Thus, it can be suggested that: (1) Husky-CNOOC Madura Limited (HCML) needs to pay attention to leadership, motivation, and work discipline, which can have an impact, especially on improving employee performance. (2) Husky-CNOOC Madura Limited (HCML) needs to improve leadership for employees where it is necessary to provide direction regarding company goals; leaders need to maintain good interaction with their subordinates and then set a good example for employees. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. (3) Husky-CNOOC Madura Limited (HCML) needs to increase motivation to employees where it is necessary to give awards if targets are achieved, provide adequate bonuses to employees with work roles according to the expected targets and provide facilities to employees to provide comfort while working. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. (4) This will become input for the Husky-CNOOC Madura Limited (HCML) Company to continue improving work discipline, punctuality, and obedience to work rules and responsibilities. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

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