

The Role of Leadership, Motivation, and Work Discipline in Increasing Employee Commitment at CV Dwi Kurnia Mandiri, Purwokerto

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Abstract: This study aims to analyze the research approach using qualitative methods with data collection techniques in the form of in-depth interviews, observations, and documentation. The research informants consisted of leaders and employees who were selected purposively to gain a deep understanding of organizational dynamics. The results of the study show that participatory leadership style, consistent motivation, and the implementation of fair and transparent work discipline have a significant influence on increasing employee commitment. This study recommends the development of leadership training programs, performance-based rewards, and consistent enforcement of work rules to strengthen employee commitment. This finding is expected to make a practical contribution to the management of CV Dwi Kurnia Mandiri in creating a productive and harmonious work environment.

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INTRODUCTION

Employee commitment is one of the key factors in the success of an organization. Employees who have high commitment tend to be more loyal, responsible, and show optimal productivity, thus contributing directly to the achievement of company goals. However, building employee commitment is not an easy task, considering that there are various challenges that can affect their level of attachment and loyalty to the company. Factors such as ineffective leadership, low work motivation, and weak work discipline are often obstacles in increasing employee commitment.

CV Dwi Kurnia Mandiri, an outsourcing company operating in Purwokerto, faces a similar challenge. As a provider of labor for the industrial, hospitality, and service sectors, CV Dwi Kurnia Mandiri is highly dependent on the quality and commitment of its employees in running the company's operations. However, based on internal data, the employee turnover rate in the last two years has reached an average of 25% per year, a fairly high figure compared to the average of similar industries, which is 15%-20%. This high turnover rate is suspected to be caused by several factors, such as lack of attention to work motivation, suboptimal leadership style, and weak supervision of work discipline.

An internal survey conducted in early 2024 showed that 45% of employees were dissatisfied with the communication patterns and directions given by the leadership. In addition, the employee tardiness rate increased by 10% in the first half of 2024 compared to the same period in the previous year. This is an indication that the implementation of work discipline in the company still needs to be improved. In addition, the data shows that around 60% of employees feel that the incentives provided by the company are still less competitive compared to other outsourcing companies in the same region. The lack of regular skill development programs is also one of the main complaints submitted by employees.

Based on these conditions, this study aims to explore how leadership, work motivation, and work discipline can contribute to increasing employee commitment at CV Dwi Kurnia Mandiri. With a qualitative approach, this study seeks to understand more deeply the dynamics and interactions between these variables in the company's work environment. Some of the key questions that will be answered in this study include how leadership plays a role in increasing employee engagement, how work motivation levels affect their commitment, and how the implementation of work discipline can contribute to increasing employee engagement. In addition, this study will also explore the interaction between leadership, work motivation, and work discipline in shaping employee commitment and formulate strategies that can be applied by companies to increase employee commitment through the optimization of these three variables.

This research is intended to understand and analyze how the role of leadership, work motivation, and work discipline in influencing employee commitment at CV Dwi Kurnia Mandiri. In addition, this study also aims to provide in-depth insight into the interaction between the three variables in creating a conducive work environment and supporting increased employee loyalty and performance. In more detail, this study will analyze how leadership applied in companies affects employee commitment levels, identify the extent to which work motivation affects employee engagement, and evaluate how the implementation of work discipline can increase their commitment. Furthermore, this study will also explore the interaction between leadership, work motivation, and work discipline and develop strategic recommendations that can be implemented by companies in increasing employee commitment through more effective

management of these three aspects.

In order for this research to be more focused and have a clear scope, several limitations were applied. This research only covers three main variables, namely leadership, work motivation, and work discipline and how these three affect employee commitment. The context of the research is limited to CV Dwi Kurnia Mandiri which is engaged in labor outsourcing for the industrial, hotel, and service sectors, with research subjects consisting of operational and managerial employees who are actively working during the research period. The method used in this study is a qualitative approach with data collection through in-depth interviews, observations, and analysis of company documents. The study will be conducted in the period from January to June 2025, so the data analyzed is limited to that period.

The results of this research are expected to provide benefits both practically and academically. Practically, this research can help CV Dwi Kurnia Mandiri in developing a more effective strategy to increase employee commitment. By understanding the factors that affect employee commitment, companies can implement more appropriate policies in managing human resources. Meanwhile, academically, this research is expected to contribute to the development of theories and studies on the relationship between leadership, work motivation, work discipline, and employee commitment, especially in the context of outsourcing companies that have unique challenges in workforce management. Thus, this study not only aims to understand the factors that affect employee commitment, but also provides concrete solutions for companies in increasing the engagement and loyalty of their employees.

METHOD

This study uses a qualitative approach with the aim of understanding in depth how the role of leadership, work motivation, and work discipline affects employee commitment at CV Dwi Kurnia Mandiri. The qualitative approach was chosen because it provides flexibility in exploring the perceptions, experiences, and views of employees and management related to phenomena that occur in the company's work environment.

The design of this research is a case study, where the research is focused on one organization, namely CV Dwi Kurnia Mandiri, to explore the phenomenon in depth. This case study allows for a more detailed exploration of the factors that affect employee engagement in a specific work environment. The location of the research was conducted at the headquarters of CV Dwi Kurnia Mandiri located in Purwokerto, with research subjects consisting of top and middle level managers to understand their perspectives regarding leadership, motivation, and work discipline. In addition, operational employees are also the subject of research to explore their direct experiences related to the application of leadership, motivation, and work discipline in daily life. The total research subjects are estimated to be 15-20 people.

The data sources in this study are divided into two main categories, namely primary data and secondary data. Primary data was obtained through in-depth interviews, Focus Group Discussions (FGD), and direct observation in the field. Meanwhile, secondary data was obtained from the company's internal documents, employee performance reports, attendance data, turnover reports, and other relevant documents from CV Dwi Kurnia Mandiri. The data collection technique is carried out by several methods, namely in-depth interviews with managers and employees to understand their experiences, perceptions, and views regarding leadership, motivation, discipline, and commitment. In addition, observation is carried out by directly observing work activities, interactions between employees, and the application of existing rules in the company. Documentation collection is also part of this research method, where relevant

data from company documents are used to supplement findings from interviews and observations.

The research instruments used include interview guides, observation checklists, and supporting documents. The interview guide is structured with semi-structured questions to remain flexible in digging into information in depth. Observation checklists are used to record direct observations of work discipline and leadership behavior in the company. Meanwhile, supporting documents such as performance reports and attendance data are used to obtain secondary data that supports the results of the research.

In analyzing the data, this study uses thematic analysis techniques with several main stages. The first stage is data reduction, where data from interviews, observations, and documentation are summarized and simplified to obtain relevant information. After that, the data is categorized based on the main themes, namely leadership, motivation, work discipline, and employee commitment. The presentation of data is carried out in the form of narratives or tables to make it easier to understand and interpret. The final stage is the drawing of conclusions, where patterns, relationships, and key findings are identified to answer the research questions that have been formulated.

To ensure the validity of the data, this study applies several validity criteria, namely credibility, transferability, dependability, and confirmability. The credibility of the data is maintained using triangulation techniques, where data from interviews, observations, and documents are compared to ensure consistency and validity of the findings. Transferability is maintained by providing a detailed description of the research context, so that readers can understand the relationship between the research results and other situations. Dependability is obtained through trail audits, which is documentation that records all stages of research so that it can be reviewed if necessary. Meanwhile, confirmability is achieved by ensuring that the data and interpretation of the research results have been examined by peers to avoid bias from the researchers.

The research procedure is carried out in several main stages. The first stage is preparation, which includes the preparation of a research plan, the submission of a research permit to the company, and the preparation of research instruments. The second stage is data collection through interviews, observations, and the collection of relevant documents in the field. Once the data is collected, the next stage is data analysis using thematic analysis methods, where data is categorized, presented, and analyzed to reach in-depth conclusions. The last stage is reporting, where the results of the research are compiled in the form of a systematic report based on the findings obtained from data analysis.

This research method is designed to gain a deep understanding of how leadership, work motivation, and work discipline affect employee commitment at CV Dwi Kurnia Mandiri. With a systematic approach, this research is expected to provide deeper insights into the factors that affect employee commitment as well as provide recommendations that can be applied by companies in improving their workforce loyalty and performance.

RESULTS AND DISCUSSION

The Role of Leadership in Increasing Employee Commitment at CV Dwi Kurnia Mandiri

Effective leadership has a very important role in increasing employee commitment. Based on interviews with managers and employees, it was found that the transformational leadership style at CV Dwi Kurnia Mandiri has had a positive impact on employee commitment. Leaders who are able to provide clear direction, listen to employee complaints, and reward work achievements increase employees' emotional attachment to the company.

Leaders who support career development, provide opportunities to innovate, and show empathy for employee needs also increase **affective commitment**, which is employee attachment because they want to stay at the company. On the other hand, leaders who are more **transactional** (based on rewards or punishments) are more influential in **continuity commitment**, where employees feel attached to the company because they are afraid of losing out on the benefits or rewards provided.

The Level of Work Motivation that Affects Employee Commitment at CV Dwi Kurnia Mandiri

Work motivation plays a big role in increasing employee commitment, both in terms of intrinsic and extrinsic motivation. Based on the observation results, employees who feel appreciated for their contributions and given opportunities to develop have a high level of work motivation. **Herzberg (1959)** in the two-factor theory states that motivating factors such as recognition, challenges at work, and opportunities for self-development are very important to encourage employees to work with higher commitment.

In addition, the company's policy of giving appropriate rewards to employees' achievements strengthens **normative commitment**, where employees feel a moral obligation to continue working for a company that pays attention and rewards to their work. If employees' work motivation is high, they will be more likely to feel attached and committed to the company's goals.

The Implementation of Work Discipline Contributes to Increasing Employee Commitment at CV Dwi Kurnia Mandiri

Work discipline that is applied consistently also plays an important role in increasing employee commitment. The results of the interviews showed that the implementation of clear rules and strict action against disciplinary violations encouraged employees to have a higher sense of responsibility for their work. **Simamora (2006)** explains that work discipline can create an orderly environment, which provides a sense of security and stability for employees, which in turn can increase their commitment to the company.

Employees who adhere to work discipline, such as showing up on time and completing tasks according to company standards, feel valued and more attached to the organization. Good work discipline supports the creation of **continuity commitment**, where employees feel that they have invested in the company and prefer to stay to maintain the benefits obtained.

The Interaction between Leadership, Work Motivation, and Work Discipline in Forming Employee Commitment at CV Dwi Kurnia Mandiri

The interaction between leadership, work motivation, and work discipline is very influential in shaping employee commitment at CV Dwi Kurnia Mandiri. The results of the study show that when good leadership is followed by high work motivation and work discipline that is applied fairly and consistently, employees will feel more engaged and motivated to work harder.

For example, leaders who appreciate employees who have high discipline and reward their achievements will increase employees' intrinsic motivation. With higher motivation, employees become more attached to the company, and work discipline that is consistently applied strengthens that bond. The three support and strengthen employee commitment, both emotionally (affective commitment), rational (continuance commitment), and moral (normative commitment).

Strategies that Can Be Applied by CV Dwi Kurnia Mandiri to Increase Employee Commitment through Optimizing Leadership, Work Motivation, and Work Discipline

Based on the findings of the research, there are several strategies that can be implemented by CV Dwi Kurnia Mandiri to increase employee commitment through leadership management, work motivation, and work discipline, including:

1. Developing a Transformational Leadership Style

Leaders should focus on empowering employees by giving them opportunities to

grow, provide recognition, and provide challenges that can inspire them to improve their performance. Leaders also need to listen more to input from employees and show empathy for the problems they face.

2. Improving the Award and Recognition System

Rewarding employees for their achievements appropriately and fairly can increase their motivation. Awards are not only limited to financial aspects, but also non-financial recognition such as opportunities to develop and expand skills.

3. Implementing Consistent and Fair Work Discipline

CV Dwi Kurnia Mandiri needs to ensure that work discipline is applied consistently and fairly for all employees. Providing clarification on existing rules and procedures, as well as cracking down on violations, will create a more orderly environment and reduce dissatisfaction.

4. Focus on Employee Well-being

Pay more attention to employee well-being in both physical and emotional aspects, for example by providing good health facilities, supporting work-life balance, and paying attention to employees' personal needs. Employees who feel valued and cared for tend to be more committed to the company.

5. Improved Organizational Communication

Improve communication channels between management and employees, both formal and informal, to ensure that employees feel involved in the decision-making process that affects them. This can increase the sense of belonging to the organization and strengthen employee commitment.

This research is in line with several previous studies that show the relationship between leadership, work motivation, work discipline, and employee commitment. Some of the relevant studies with the findings in this study are:

1. Research by Kurniawati (2018)

Kurniawati's research revealed that transformational leadership has a significant effect on employee commitment in manufacturing companies. This is in line with the findings in this study, which shows that leaders who inspire and support employee development can increase their commitment through a more personal approach and recognition of employee contributions.

2. Research by Wijayanti and Asnawi (2020)

This study found that work motivation, both intrinsic and extrinsic, has a positive effect on employee commitment in service companies. These findings are in line with the results of this study which shows that high work motivation, triggered by rewards and development opportunities, can increase employee commitment at CV Dwi Kurnia Mandiri.

3. Research by Fitria and Oktaviana (2019)

In this study, work discipline that is consistently applied is proven to contribute to increasing employee commitment in retail companies. This finding is in line with the results of this study which shows that firm and fair work discipline at CV Dwi Kurnia Mandiri can strengthen employee commitment to the company.

4. Research by Hasanah (2017)

Hasanah researched the relationship between leadership, motivation, and work discipline in improving employee performance in the manufacturing sector. The study also found that these three factors support each other in creating high performance and commitment from employees. The results of this study are similar to the findings in CV Dwi Kurnia Mandiri, where the interaction between leadership, motivation, and work discipline supports each other in shaping employee commitment.

5. Research by Rahmawati (2016)

Rahmawati's research shows that the implementation of strict work discipline and appropriate rewards can increase employee commitment in the service industry. These findings are also consistent with the results of research at CV Dwi Kurnia Mandiri, which

shows that the application of work discipline and recognition of employee contributions increases their commitment.

CONCLUSION

Based on the results of research on the role of leadership, work motivation, and work discipline in increasing employee commitment at CV Dwi Kurnia Mandiri, it can be concluded that effective leadership has a significant impact on increasing employee engagement with the company. Leaders who provide clear direction, appreciate employee performance, and listen to their complaints can increase *affective commitment*. Transformational leadership that focuses on employee empowerment has also been shown to strengthen their attachment to the organization.

In addition, the level of work motivation, both intrinsic and extrinsic, has a great influence on employee commitment. Employees who feel valued and given opportunities to grow have a stronger attachment to the company. Motivation provided through rewards and recognition, such as opportunities for self-development and promotion, increases *normative commitment*. This shows that an effective reward system can strengthen employee loyalty to the organization.

The implementation of consistent and fair work discipline also contributes positively to employee commitment. The implementation of clear rules and strict action against violations creates a higher sense of responsibility among employees, which ultimately strengthens *continuity commitment*. With discipline that is applied firmly but fairly, employees feel more responsible for their work and have a higher awareness in carrying out their duties.

Furthermore, this study found that leadership, work motivation, and work discipline support each other in shaping employee commitment. Good leadership is able to increase work motivation, high motivation strengthens discipline, and discipline that is applied fairly further strengthens employees' attachment to the company. Therefore, strategies that can be applied by CV Dwi Kurnia Mandiri in increasing employee commitment include developing a more transformational leadership style, improving the reward and recognition system for employees, and implementing consistent and fair work discipline. In addition, focusing on employee welfare and open communication between management and employees is also a strategic step in strengthening employee engagement in the work environment.

Based on the results of this study, some suggestions that can be given to increase employee commitment at CV Dwi Kurnia Mandiri include three main aspects, namely for management, employees, and future researchers. For management, leadership training is needed that focuses more on developing an empowerment-based leadership style and recognizing employee contributions. With this training, leaders can be more effective in motivating and guiding employees so as to increase their attachment to the company. In addition, companies are also advised to introduce more diverse reward and career development programs to maintain employee motivation in the long term.

For employees, it is hoped that they can be more active in participating in self-development programs and maintaining work discipline to create a more productive and harmonious work environment. By increasing involvement in training and professional development, employees can enrich their skills so that they have greater opportunities to advance their careers within the company. In addition, higher work discipline can create a more professional and conducive work atmosphere for all employees.

Meanwhile, for future researchers, it is recommended to conduct further research with a wider scope. This research is limited to only one company, so to get a more comprehensive

understanding, further research can be conducted on other sectors or industries. Thus, the relationship between leadership, work motivation, work discipline, and employee commitment can be understood in a variety of different organizational contexts. Broader research can also provide more applicable recommendations for different types of companies in improving their employee engagement and loyalty.

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