The Effect of Leadership Style, Motivation and Work Discipline on Employee Performance at PT. Kilang Kecap Angsa

Jessy Lim, Andre Fitriano[*], Agusman Derita Gea

Universitas Prima Indonesia
e-mail: andrefitriano@unprimdn.ac.id

Abstract

This study aims to determine the effect of leadership style on employee performance at PT. Kilang Kecap Angsa, knowing the effect of work motivation on employee performance at PT. Kilang Kecap Angsa, knowing the effect of work discipline on employee performance at PT. Kilang Kecap Angsa and to know the influence of leadership style, work motivation and work discipline simultaneously on the performance of employees at PT. Kilang Kecap Angsa. This research is a quantitative description research using a questionnaire instrument carried out with a total population of all employees of PT. Kilang Kecap Angsa involved 314 people using the slovin formula sampling technique, so a sample of 75 people was obtained. The results of the study partially obtained the value of the t statistic coefficient of leadership style is 2,317 and a t table value of 1,992 where t statistic > t table (2,317 > 1,992) with a sig value <0.05 (0.023 <0.05), the t statistic coefficient value of work motivation is 3,656 and the t table value is 1,992, where t statistic > t table (3,656 > 1,992) with a sig value <0.05 (0,000 <0.05), the t statistic coefficient value of work discipline is 8,035 and the t table value is 1,992 where t statistic > t table (8,035 > 1,992) with a sig value <0,05 (0,000 <0, 05). Furthermore, simultaneously the F statistic value of the variable Leadership style, work motivation and work discipline are 71,736 F table value of 2,493 where F statistic > F table (71,736 > 2,493) with a sig value <0.05 (0.000 <0.05). The adjusted RSquare value is 0.741 or adjusted R2 x 100% of 74.10%, meaning that the research independent variables make a very large contribution in explaining employee performance by 74.10% while the remaining 25.90% is influenced by other factors.

Keywords: Leadership Style, Motivation, Discipline, Employee Performance.

1. Introduction

Human Resources is an important part of every human activity. Humans are an absolutely essential element, analyzed and developed, time, energy and abilities are really used to the fullest for the benefit of anyone. Human Resource Management, namely the lessons and art that regulate relationships and the role of the workforce so that it is effective and efficient so that the goals of the company, employees and society are realized Hasibuan (2007:10). PT. Kilang Kecap Angsa used to be an individual business sector which was founded in 1955 which was located at Jalan Meranti No. 12/16 Sekip Kalamata Village Medan Petisah and assisted by 16 workers. Since 1996 the company's status has changed from the individual business sector to a Limited Liability Company (PT) until the company's name became PT. Kilang Kecap Angsa "Cap Angsa" and currently the company on Jalan Meranti is led by Mr. William. The type of production of this company is large and small bottles of diluted soy sauce, large and small bottles of sweet soy sauce, and also produces tauco.

The main challenge faced by companies today and in the future is to find good quality human resources who can be innovative and have high creativity. Therefore, companies need employees who are able to maximize their performance, because employees are the driving force in determining business activities to succeed as a whole. Employee performance is the result achieved by a worker with the aim of achieving the goals or targets of a company based on quantity and quality values. Leadership style, how does a leader influence the behavior of subordinates, to be invited to cooperate and work productively to achieve organizational goals (Malay, 2000: 167). There are four types of division in the Path Goal leadership style, namely directive leadership style, supportive leadership style, participatory leadership style, and task-oriented leadership style. Appropriate leadership style can make employees further improve their performance.

Based on an initial survey of leadership styles applied by company leaders at PT. Kilang Kecap Angsa is a very good democratic leadership style. However, at one point there was a phenomenon where leaders made decisions privately without any deliberation with other leaders. For example, in 2020 a leader made the decision to terminate the employment relationship with one of the employees directly without any prior notification or warning and also without deliberation in making the decision. Mangkunegara (2009:98) states that motivation is a condition that becomes an influence, which can arouse and direct, and maintain related behavior in the work environment. Work motivation is a basic need for everyone and becomes an incentive that is expected to meet the desired basic needs, so that an activity can be successful because of that need.

Employees who have high work motivation will definitely try to get their work done as well as possible. Through joint interviews with the personnel department, it was found that employee motivation was still low, some employees were not working seriously, the current job was considered just a jump off to get a new job, some employees were underachieving because of the lack of rewards for employees. Another factor that influences employee performance is work discipline. Work discipline is the behavior and character of a person who shows order, loyalty, and obedience to the rules that exist in a company or organization and applicable social norms. High discipline can arouse and encourage work enthusiasm to perform well as expected by Hasibuan's organization (2013: 193).

With the existence of work discipline is needed in a company because this condition of discipline the company can carry out its work programs to achieve the expected goals. From the results of the initial research survey in June 2021 at PT. Kilang Kecap Angsa, through joint interviews with the personnel department, obtained that employee work discipline was still low, some employees were late for work, employees looked relaxed during working hours, some employees were engrossed in social media such as watching YouTube, Facebook during working hours so that the work process disturbed.

Based on the initial research survey in June 2021 at PT. Kilang Kecap Angsa, from interviews with the personnel department, resulted in low employee performance, it can be seen from the work not being completed according to the target so it must be continued the next day, there are consumer complaints and even product returns that often occur due to employees not being careful during the production process, thus also during the process of packing the product resulting in defects in the product packaging. The decline in employee performance is likely to occur due to factors of leadership style, motivation and work discipline experienced by each employee. Therefore, company leaders must pay attention to workers so that they can work optimally by taking an approach

2. Literature Review

Leadership Style

According to Rivalin and Mulyaldi (2018: 27) leadership style is defined as the method used by a leader with the aim of influencing workers so that company goals can be achieved or it can also be interpreted that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. According to Veithzal Rivai (2014: 312) leadership style is the overall pattern of the actions of a leader, both visible and invisible to his subordinates. Leadership style describes a consistent combination of philosophies, skills, traits, and attitudes that underlie a person's behavior. From the results of the explanation of these experts regarding the notion of leadership style, it can be concluded that the leadership style of each leader is different and not the same as that of other leaders, both in terms of personality, character, and actions, all have different differences from one to another. The right leadership style can create employee morale so that work performance becomes more productive. According to Busro (2018: 251), indicators of leadership style are: Arranging work parts, Work relations, Purpose, Trust, Intake of ideas, Level of concern.

Motivation

Terry, who is quoted by Zalinun (2003: 66), argues that the motivation is the desire that is true inside an individual which becomes the driving force in carrying out an action. According to Rivai (2004: 455) motivation is often an attitude in values that influences a person to obtain something special in accordance with individual goals. Work motivation is interpreted as a motivator for self-esteem and is then carried out in completing the work that is given and the purpose of selling is achieved. According to Faluzi & Irvaln (2018: 52), the indicators used to measure work motivation are as follows: Awards, Performance, Development, Involvement, Chance.

Work Discipline

According to Nitisemito (2001: 199) discipline is an attitude, behavior and actions that are in accordance with company regulations, whether written or not. According to Handoko (2000:208) discipline is a management activity to carry out organizational standards. Meanwhile Tohardi (2002: 393) says discipline is an effort made to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system. There are four indicators of work discipline, namely: (Hasibuan, 2017: 194) obey the rules of time, obey company regulations, obey the rules of conduct in work, Comply with other regulations in the company.

In order for employees' performance to be achieved with optimal returns, it is necessary to encourage employees to work optimally, these are the skills of leadership, motivation and work discipline.

Employee Performance

According to Hasibuan (2013: 94) performance is the result of work that is achieved by a person in carrying out tasks that are burdened with capital, which are based on intelligence, dedication, experience, in sincerity and on purpose. The definition of performance according to Sedalrmalyanti (2011: 260), performance is the translation of performance which means the results of the work of an individual worker, a management process or an organization as a whole, in which the results of the work must be shown in concrete evidence in terms of being measured (compared to the standard that has been determined). According to Malayu S.P Hasibuan (2013:95) performance indicators are as follows: loyalty, work performance, honesty, discipline, creatives, normal work, leadership, personality, initiative, proficiency, responsibility.

Framework

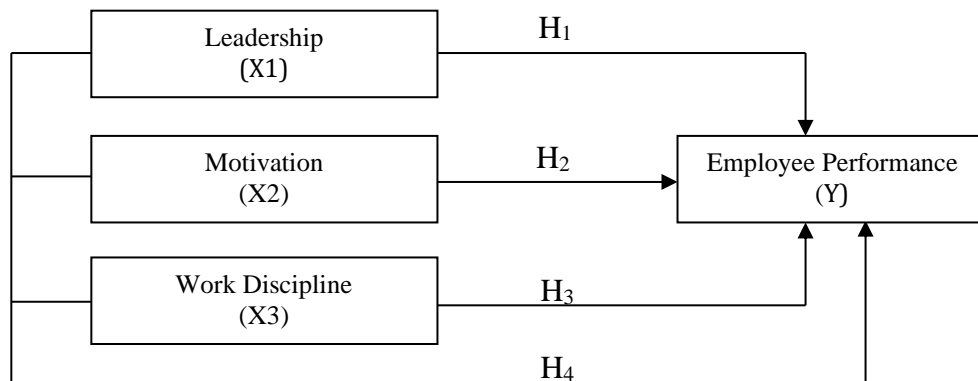Based on this, it is presented in a conceptual framework as follows:

Figure 1. Conceptual Framework
Source: Study Literature (authors, 2022).

A hypothesis is a temporary answer to a research problem, until it is proven through the collected data. The hypotheses of this research are:

Based on the conceptual framework in this research, the following hypotheses were made:
- H1: Leadership style has a significant effect on employee performance at PT. Kilang Kecap Angsa
- H2: Motivation has a significant effect on employee performance at PT. Kilang Kecap Angsa
- H3: Work Discipline has a significant effect on employee performance at PT. Kilang Kecap Angsa
- H4: Leadership Style, Motivation, Work Discipline simultaneously have a significant effect on employee performance at PT. Kilang Kecap Angsa.

3. Methods

According to Tanzeh (2015: 48) in his book, the quantitative approach aims to test theories and build facts, show a combination of initial valrials, provide statistical descriptions, assess and predict the results. The research method used is the Quantitative Methodology, which is defined as the research method used to examine populations or samples generally carried out randomly, data collection uses research instruments, statistical analysis is qualitative and statistical with the aim of testing the hypotheses that have been determined (Sugiyono, 2007 :13)

Place and Time of Research

The research was carried out at PT. Kilang Kecap Angsa at Jalan Meranti will be held from June 2021 to August 2022.

Population and Sample

The population is the whole object or subject that has certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiono, 2005: 72). The population in this research is all employees who are still working from 2017-2018 consisting of permanent employees and daily workers at PT. Kilang Kecap Angsa. The method used for sampling uses a saturated sample technique (total sampling). That is, the entire population represents the sample. This is in accordance with the opinion of Arikunto in Adriyana (2008:36) who argues that: less than 100 research subjects were taken, moreover all were taken so that the original research was population research. Sample is part of the number and characteristics possessed by a population (Sugiyono, 2001: 57 in Brahmasari, 2004: 103). Cooper and Emory (1995:200) state that the sample is part of the population that is carefully selected to represent the population.

Research Data Analysis

The t-test was carried out to test how much influence each independent variable individually has on the dependent variable. The basis of the criteria used is that if the significance is > 0.05 then Ho is accepted and Ha is rejected while if the significance is <0.05 then Ho is rejected and Ha is accepted. The F test was carried out to test how much influence the independent variable has simultaneously entered into the model to have an effect on the dependent variable. The criteria used are if it is significant > 0.05 then Ho is accepted and Ha is rejected while if it is significant <0.05 then Ho is rejected and Ha is accepted. According to Ghozalli (2016: 97) the coefficient of determination ($R2$) is a tool for measuring how far the ability of a model is in determining the dependent variable. The coefficient value is between zero or one. The coefficient of determination is useful for knowing a large number of leadership skills, work motivation, work discipline as well as explaining the changes that occur in employee performance.

4. Results and Discussion

Descriptive Statistics

The analysis of the description in this research is a description and an explanation in the results of collecting primary data in the form of a questionnaire that has been filled in by the respondent which is a personal statement about the questionnaire. Even though the number of samples in this research are the respondents who are the employees of PT. Kilang Kecap Angsa and as many as 75 people are willing to be a sample. Characteristics of respondents based on gender, age and level of education, in the following table 1.

Table 1. Characteristics Based on Gender, Age and Education Level

No	Characteristics		Total	%
1	Gender	Male	52	69.33
		Female	23	30.67
	Total		**75**	**100.00**
		18-27	12	16.00
2	Age	28-37	41	54.67
		> 38	22	29.33
	Total		**75**	**100.00**
		High School	40	53.33

3	Education	Diploma	20	26.67
		Bachelor	15	20.00
	Total		**75**	**100.00**
		1 – 15	36	48.00
4	Experience	16 – 30	23	30.67
		> 31	16	21.33

Table 1, referring to the results of the data processing included in the grouping, shows that the motivational factors with data of 65 people are 32.43 each, the minimum is 26 while the maximum is 40 and the standard deviation is 2.963. Furthermore, the leadership factor with data of 65 people is 19.52 each, the minimum is 16 while the maximum is 24 and the standard deviation is 2.047. The disciplinary factor yields data for 65 people, namely 26.73 each, the minimum is 20 while the maximum is 32 and the standard deviation is 2,980. Finally, the performance factor produces 65 data, namely 38.72 each, the minimum is 47 while the maximum is 36 and the standard deviation is 3.625.

Normality Test

Normalitals test aims to test whether the regression model is normally distributed. The normality test can be carried out by graphical analysis, namely the Histogram of Regression Standardized Residual. If the points spread around the diagonal line, the data is normally distributed, in the following figure 1.
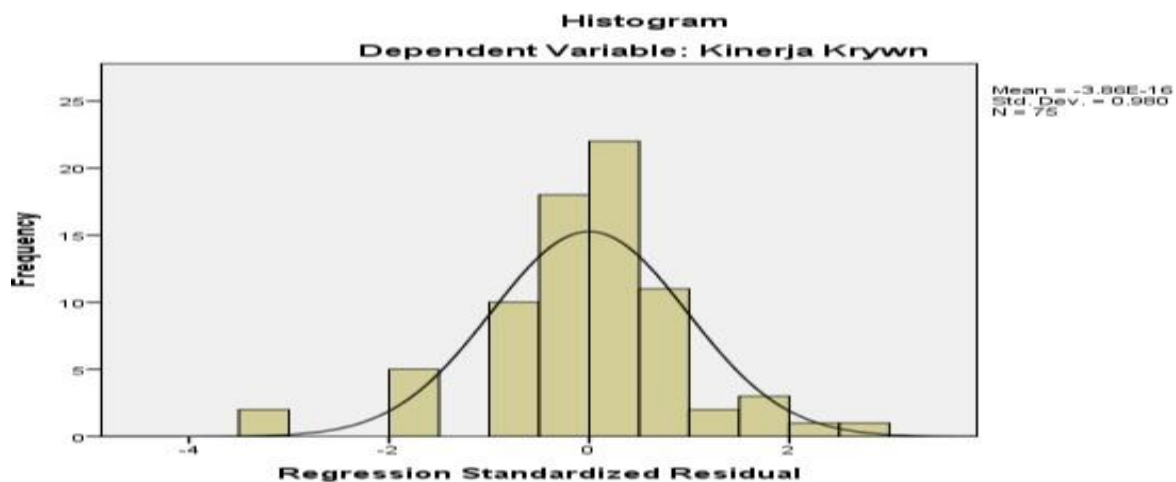

Figure 2. Histogram Test Results

Source: Results of data processing using SPSS, 2022

Based on the data in Figure 1, the histogram graph, the residual data describes the shape of the normal distribution pattern and the normal curve that forms a perfect bell.

Partial Hypothesis Testing (t Test)

Table 2. Results of Partial Hypothesis Testing

Collinearity Statistics

	Model	t	Sig.	Tolerance	VIF
1	(Constant)	1.447	.152		
	Leadership Style	**2.317**	**.023**	.972	1.029
	Motivation	**3.656**	**.000**	.573	1.745
	Work Discipline	**8.035**	**.000**	.582	1.719

Source: Results of data processing using SPSS, 2022

Based on the data in Table 2, the partial effect of each independent variable on the dependent variable is as follows: Partial results of leadership style on employee performance, obtained t statistic. The leadership style is 2.317 and the t table value is 1.992 (in the Excel formula =TINV(0.05.74), the terms of the t statistic > t table (2.317 > 1.992) and the sig value <0.05 (0.023 <0.05), so that Leadership Gay partially has a significant effect on the performance of employees of PT. Kilang Kecap Angsa. The partial results of work motivation on employee performance, the t statistic value of work discipline is 3.656 and the ttalbel value is 1.992 (in the Excel formula =TINV(0.05.74), the provisions for the t statistic > t table (3.656 > 1.992) and the sig value < 0.05 (0.000 <0.05), so that work discipline partially has a significant effect on employee performance at PT. Kilang Kecap Angsa. The results of the t test (partial) of work discipline on employee performance, the value of t statistic is obtaine. Work discipline is 8,035 and the t table value is 1,992 (in the Excel formula =TINV(0.05,74) if t statistic > t table (8.305 > 1.992) and sig value < 0.05 (0.000<0.05), so that work discipline partially has a significant effect on the performance of employees of PT. Kilang Kecap Angsa. The results of the t test (palrcial) Dominant on Employee Performance, the t statistic value of leadership style is 2.317, work motivation is 3.656 and work discipline is 8,035 and the t table value is 1,992, then (8,035 > 3,656 and 2,317), so that work discipline is partially the dominant variable that has a significant effect on the performance of employees of PT. Kilang Kecap Angsa.

5. Conclusion

Based on the results of research in altals, the following conclusions can be drawn: Multiple linear equations, namely employee performance = 4.195+ 0.141 X1 + 0.239 X2 + 0.473 X3. Leadership style has a significant effect on employee performance and is the dominant variable that affects employee performance with a sig value <0.05 (0.023 <0.05). Work motivation has a significant effect on employee performance with a sig value <0.05 (0.000 <0.05). Work discipline has a significant effect on employee performance with a sig value <0.05 (0.000 <0.05). Leadership style, work motivation and work discipline simultaneously have a significant effect on employee performance with a sig value <0.05 (0.000 <0.05). The value of Adjusted R Square is 0.741 or 74.10%, the real research independent valrial is in the form of leadership skills, work motivation in discipline gives a big contribution in explaining the performance of the researcher by 74.10% while the remaining 25.90% is influenced by the failure of the researcher.

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