

The Influence of Leadership Style and Motivation on Employee Work Discipline at PT Duta Setia Pratama Cikarang – Bekasi

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Abstract

The population in this study were all employees of the production division of PT. Duta Setia Pratama. The number of samples was determined using the random sampling technique, which then obtained the results of 53 respondents. Data collection tools used were documentation and questionnaires. The research data analysis method uses instrument test (validity test and reliability test), descriptive analysis of classical assumption test percentage, multiple regression analysis, partial test hypothesis testing (t) and simultaneous test (F), and the coefficient of determination. The results of multiple linear regression analysis show the equation $Y = 19.075 + 0.208 X_1 + 0.336 X_2$. Partially the magnitude of the influence of each independent variable on the dependent variable, namely: Leadership Style of 17.7%, and Motivation of 12.4%. Simultaneously, the influence of Leadership Style and Motivation on Work Discipline is 43.8%. This study concludes that there is an effect of Leadership Style and Motivation on Work Discipline simultaneously or partially.

Keywords: Leadership Style, Motivation, Work Discipline.

1. Introduction

In an organization or company, it is not free from the role of humans. Human resource is one of the resources contained in an organization or. As we know, a company or organization without human resources will not run well, company because human resources are an important asset in a company or organization that needs to be managed properly and properly. The role of human resources is an important factor that supports the achievement of organizational success. Therefore, human resource management must be carried out effectively and efficiently. Leadership is a very important element in a company or organization because, without leadership from a leader, a company or organization will experience setbacks. Leadership requires effective communication between group members in an organization. Communication is a tool for transferring ideas about group goals, contributions from group members, and motivating members.

Leadership has a close relationship with motivation, because the success of a leader in moving others in achieving predetermined goals depends on his authority, and also the leadership in creating motivation within each subordinate, colleague, and superior of the leader himself. The lack of a leadership role in creating harmonious communication and providing employee coaching will lead to low employee discipline levels. Likewise, the lack of employee motivation, such as being lazy at work, will lead to low employee work discipline. A leader motivates followers through a certain leadership style that will result in the achievement of group goals and individual goals. Motivated followers will try to achieve goals voluntarily and subsequently generate satisfaction.

Low employee discipline with the background of several the following conditions: first, level of leadership justice in particular in the division of tasks for each employee. Second, the low motivation, namely the desire of employees alone in completing their tasks, employees often delay profession.

2. Literature Review

Leadership is the ability to influence a group towards achieving a set vision or goal. Leadership can be formal or informal that arises outside the organizational structure. Not all leaders are managers and not all managers are leaders, because the rights owned by managers do not guarantee them to be able to lead effectively. Leadership is included in the group of applied sciences or applied sciences from the social sciences because the principles and formulations are useful in improving human welfare. And it can also be interpreted as a process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals. Scientists who work on leadership issues have done a lot of research on various aspects of leadership, then provide various views on the definition of leadership (Frimayasa 2018).

There are many theories about leadership, namely where a leader emerges, among others, as explained by Stodgill in (Frimayasa.2018), which states that there are several theories regarding leadership, such as 1. Traits Theory. This theory sees from the point of view that leadership for the success of a leader must have certain traits, characteristics, or certain temperaments. A leader will be successful if he has certain traits, traits, temperament. Based on this assumption, then we look for the general characteristics a leader must have in order to be effective. 2. Environmental Theory (Environmental Theory). This theory argues that the emergence of leaders is due to circumstances, place, and time or leaders are born because of the situations and conditions that allow or are conducive to it. This theory takes into account the factors of situations and conditions is also called the all-situation theory. 3. Personal and Situational Theory (Personal-Situational Theory). This theory seeks to explain leadership as the result of a single set of forces. This theory basically recognizes that leadership is a product of the relationship of three factors: the personality (traits) of the leader, the nature of the group and its members, and the events or problems faced by the group. However, Santoso (2013) provides signs about the ideal leader, namely the leader Who has the ability:

1. Human Relationship, leaders have knowledge of human relations.
2. Communication Skill has the skill to communicate with his subordinates.
3. Teaching Skill, the leader has the skills to teach, explain and develop his subordinates.
4. Social Skill, the leader has expertise in the social field, so that loyalty is guaranteed the trust of his subordinates.
5. Technical Competent, the leader has the skills to analyze, plan, organize, delegate decision-making authority, and be able to structure concept.

There are several theories of motivation there is a lot to know used as a reference for academics and management, namely:

a. Theory 'X' - Sigmund Freud

Theory X assumes that there is most people are inclined have a lazy nature, hate work and always avoid it. To want their work should be rewarded with money, forced, threatened, even punished.

b. Y' theory - Douglas McGregor

McGregor believes that everyone wants to learn, is diligent and ambitious, but with great responsibility. Rewards in the form of money are considered to have a relatively smaller portion than the value of freedom to do something difficult and full of challenges.

c. The 'Z' theory - Abraham Maslow

Maslow mentions a hierarchy of individual needs starting from the lowest, namely physical needs, security, social, and self-esteem needs, to the highest needs, namely self-actualization and self-transcendence, namely the need to achieve religious life goals.

d. Two Factor Theory – Frederick Herzberg

Herzberg revealed that employees in carrying out their work are influenced by two main factors, namely maintenance/hygiene factors (maintenance factors or hygiene factors) and motivation factors (motivational factors). The hygiene factor is considered as a factor of extrinsic conditions which if not present will make employees dissatisfied. The motivational factor concerns the psychological needs associated with the personal respect of employees related to work.

e. Achievement Motivation Theory – McClelland

David McClelland mentions there are three groups of motivation needs to be owned someone, namely needs to excel, needs power, and need affiliates.

Discipline is the most important thing in life, where discipline can reflect the nature of a person, group of people, or an organization, one of which can be through behavior and ways of thinking. The discipline itself can be seen from someone's obedience to established rules. Hasibuan (2016) states that "Discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. According to Riva'i (2011) "work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and social norms." There are 2 forms of work discipline put forward by (Mangkunegara, 2017), namely as follows:

a. Preventive Discipline

Preventive discipline is an effort to motivate employees to follow and comply with work guidelines, the rules that have been outlined by the company. The basic goal is to mobilize self-disciplined employees. In a preventive way, employees can maintain themselves against company regulations. Preventive discipline is a system that deals with the work requirements of all parts of the system in the organization. If the organizational system is good, it is hoped that it will be easier to enforce work discipline.

b. Corrective Discipline

Corrective discipline is an effort to mobilize employees to unify regulations and direct them to comply with the regulations in accordance with the guidelines applicable to the company.

In corrective discipline, employees who violate discipline need to be sanctioned in accordance with applicable regulations. The purpose of sanctions is to improve offender employees, maintain applicable regulations, and provide lessons to offenders.

3. Methodology

This research was conducted at PT Duta Setia Pratama which is located at Jl. Warung Ampel, Sukamahi, Kec. Cikarang Pusat, Bekasi, West Java 17530 The choice of research location is related to the time and energy that the researcher has. The research was conducted in April 2020. In this study, the population was all employees of PT Duta Setia Pratama in the production section, totaling around 112 employees. In this study, the sample calculation used the Slovin formula with an error tolerance level of 10%.

$$n = \frac{N}{1 + N(e)^2}$$

Information

n = Number of Samples

N = Total Population

e = The maximum error limit in sampling that has been set
(10%).

With a population (N) of 12 people and an error rate (e) of a maximum of 10%, the sample size (n) in this study is:

$$n = \frac{112}{1 + 112 (10\%)^2}$$

$$n = \frac{112}{1 + 112 (0.0100)}$$

$$n = \frac{112}{1 + 1,12}$$

$$n = 52,8301 \rightarrow 53$$

Based on calculations with the Slovin formula, the number of samples in this study was rounded up to 53 people. In this study, researchers used the Probability Sampling method, namely simple random sampling. Simple Random Sampling is taking members of the sample from a population that is done randomly without paying attention to the strata in the population. The data collection method used a questionnaire to obtain primary data (Frimayasa. 2020).

Data analysis

The classical assumption test used consists of normality test, multicollinearity, and heteroscedasticity test.

Multiple Regression Analysis

Multiple linear regression analysis is used to determine the effect of the independent variables and the dependent variable, namely the influence of leadership (X1) and motivation (X2) on work discipline (Y) at PT Duta Setia Pratama. The multiple linear regression formula is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

Where:

Y = Work Discipline

α = Intercept or constant

β_1, β_2 = Regression coefficient

X1 = Leadership Style

X2 = Motivation

ε = Error term

4. Result and Discussion

Based on the analysis with the SPSS program, multiple regression results are obtained as summarized in the following table

Table 1. Results of SPSS Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.075	2.653		7.191	.000
Leadership style	.208	.063	.420	3.287	.002
Motivation	.336	.126	.341	2.663	.010

Source: data processed by SPSS 23

Based on the table above, the multiple regression equation is obtained as follows:

$$Y = 19.075 + 0.208X_1 + 0.336X_2$$

where:

Y = Work Discipline

X1 = Leadership Style

X2 = Motivation

The regression equation has the following meanings:

1. Constant = 19.075

If the leadership style variable, motivation, is considered equal to zero, then the work discipline variable is 19.075. or if there is no influence from the independent variables of leadership style and motivation, the work discipline does not change.

2. Leadership Style Coefficient = 0.208

If the Leadership Style variable has increased by one point, while motivation is considered constant, it will cause an increase in employee discipline of 0.208.

3. Motivation coefficient = 0.336

If the Motivation variable has increased by one point, while the Leadership Style is considered constant, it will cause an increase in employee discipline by 0.336.

Table 2. SPSS Output Test Results Partially (Test t)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.075	2.653		7.191	.000
Leadership style	.208	.063	.420	3.287	.002
Motivation	.336	.126	.341	2.663	.010

a. Dependent Variable: Work Discipline

Source: data processed by SPSS 23

Based on the results of the partial test for the Leadership Style variable, it was obtained $t = 3.287$ with a significance value of $0.00 < 0.05$, so H_0 was rejected and H_a was accepted. This shows that partially H_1 which states that there is an influence of leadership style on job discipline is accepted. Based on the results of the partial test for the Motivation variable, it was obtained $t = 2.663$ with a significance value of $0.01 < 0.05$. because the significant probability is smaller than 0.05 then H_0 is rejected and H_a is accepted. This shows that partially H_2 which states that there is an effect of motivation on work discipline is accepted.

Simultaneous Hypothesis Testing (Test F)

Simultaneous test (F test) is used to see whether the independent variables, namely Leadership Style (X_1) and Motivation (X_2) together have a positive and significant effect on the dependent variable, namely performance (Y). The decision-making criteria in the F test using SPSS are:

1. If the significance value > 0.05 , then H_0 is accepted and H_a is rejected, or the independent variable of the linear regression model is unable to explain the dependent variable.

2. If the significance value < 0.05 , then H_0 is rejected and H_a is accepted, or the independent variable of the linear regression model can explain the dependent variable.

To perform the F test can be seen in the ANOVA table below:

Table 3. Simultaneous Test SPSS Output Results (Test F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.428	2	84.714	21.258	.000 ^a
	Residual	199.252	50	3.985		
	Total	368.679	52			

a. Predictors: (Constant), Leadership style, Motivation

b. Dependent Variable: Work Discipline

In the ANOVA or F test table, the calculated F value is 21,258 with a significance level of 0.000 $< 5\%$. Because the significant probability is smaller than 0.05, then H_0 is rejected and H_a is accepted. So in other words, the independent variable Leadership Style and Motivation here can explain the magnitude of the dependent variable Work Discipline. This shows that simultaneously H_3 which states that there is an influence of Leadership Style and Work Motivation on Work Discipline is accepted.

Simultaneous Determination Coefficient (R^2)

To see the magnitude of the influence of the independent variable on the dependent variable as a whole, it can be seen in the following model summary table:

Table 4. Multiple Determination Test (R^2)

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.678 ^a	.460	.438	1.99625

a. Predictors: (Constant), Leadership style, Motivation

In the table above, the value of Adjusted R Square = 0.438 = 43.8% means that the independent variables of Leadership Style and Motivation, together affect the dependent variable of Work Discipline by 43.8% and the remaining 56.2% are influenced by other variables not included in this study. In addition to conducting a multiple determination test, it is also necessary to find the coefficient of partial determination for each of the independent variables. This partial determination test is used to determine how much influence each independent variable has on the dependent variable. Partially

the contribution of Work Motivation, Work Environment, to employee performance can be seen in the following table above.

5. Conclusion

Based on the results of the study, the conclusions of this study are, first, the results show that there is a significant influence on the independent variable Leadership Style on the dependent variable of Work Discipline, each increase in Leadership Style will increase Work Discipline. Second, the research results show that there is a significant influence on the independent variable of motivation on the dependent variable of work discipline. every increase in motivation will increase work discipline. Third, Leadership Style and Motivation together have a significant effect on the dependent variable of Work Discipline.

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