

Effect Work Discipline, Leadership and Motivation on Employee Performance

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Abstract. Performance is the end result that is the goal in every organization to achieve its goals. Human resources have a very important position considering the performance of the organization is strongly influenced by the quality of its human resources. In addition, high-quality natural resources are useful in adjusting the movement of business climate change so quickly. Work discipline, leadership and motivation are important for a company to increase employee performance. The purpose of this study is to determine the effect of work discipline, leadership, and motivation on employee performance. Associative research method with multiple linear analysis techniques. The study population amounted to 150 respondents, sampling technique used purposive sampling where the number of samples of 60 respondents was calculated using the Slovin formula. The results of the study show that simultaneously work discipline, leadership and motivation have a significant influence on employee performance. Partially only work discipline and leadership have a significant effect, while have no significant motivation on employee performance. Leaders as one of the determinants of direction and organizational goals should be able to control work behaviors and direct them to employee job satisfaction.

Keyword. work discipline, leadership, motivation, performance

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INTRODUCTION

The advancement of technology and information in the current global era has spurred rapid changes in all aspects, including in an organization. Changes and developments in society as a result of globalization are conditions that cannot be avoided. The changes are intended to provide understanding does administrative reform process means conducting a series of efforts that resulted in major changes in the system of management and organization, personal, administrative procedures and the Company.

Human resources are the main factor in an organization. In achieving its objectives, an organization needs human resources as a system manager. In order for this system to work, of course in its management must pay attention to several important aspects such as leadership, motivation, work environment, performance and other aspects. This will make human resource management as an important indicator of effective and efficient achievement of organizational goals. Performance is the answer to the success or failure of the stated organizational goals, can be improved by providing a good example of a leader. Motivation is an employee's response to a number of statements regarding the overall business that arises from within the employee so that a growing urge to work and the desired goals can be achieved. And with high work discipline can affect him can work his work while working. Efforts to create good and effective performance in this office have not been

optimal because there are several obstacles faced. These constraints such as employee absenteeism where there are still employees who arrive late and leave early and even working hours are often not visible at work.

Era of Globalization, transparency and human rights demands. No country escaped the wave of change. All countries, especially developing countries to developed countries face new challenges which have consequences for change or renewal that will affect the lives of humanity. Indonesia is one of the developing countries that is currently actively implementing development in all fields to go to a new Indonesia which is essentially the goal of national development is to realize a just and prosperous society in the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution Development is carried out in stages with the aim of improving the standard of living and welfare of all Indonesians as well as laying a strong foundation for the implementation of development covering the economic, socio-cultural, political and security and technology fields.

The development of science and technology, which is characteristic of the globalization era will exponentially change very quickly the way and lifestyle of humans. Human resource management is a very important aspect to support the sustainability of a company. In the organization or company setting, a human resource management needs to be directed to a model that can attract all the potential of human resources for the benefit of the organization or in other words the management of human resources must be directed at efforts that can explore the potential of human resources in order to make a positive contribution to the company or organization.

Competitive advantage will be achieved if the management can manage the heart of the company's activities by encouraging its human resources or better known as employees correctly and precisely, because basically these employees are an important component for the company to create competitiveness that provides more quality for shareholders and customers in general. Then the success or failure of an organization in realizing its objectives depends greatly on the human resources it has. Although an organization has other good resources, sophisticated work equipment, good methods and a large budget, but if the human resources are not qualified and do not get serious management, then the organization will experience difficulties in achieving its goals. This shows that human resources have an important role in organizational growth and development, because the potential that exists in humans such as talent, creativity, desire and work activities.

One of the things that affect employee performance is discipline. Self discipline is one of several factors that affect employee performance. Because without discipline, all activities that will be carried out will bring results that are less satisfactory and not in line with expectations. This can lead to a lack of achievement of the goals and objectives of the organization or company and can also hamper the course of the organizational program created by Sastrohardiwiryo, (2002: 79).

Rachmawati (2008: 3) defines human resource management as a process of planning, organizing, directing and supervising activities of procurement, development, compensation, integration, maintenance and release of human resources in order to achieve individual goals, organization and society. Hasibuan (2011: 111) states that human resource management is the preparation and implementation of a coordinated plan to ensure that existing human resources can be utilized as well as possible to achieve organizational goals.

Discipline is the capital needed to achieve the desired goals. So that the existence of work discipline is very necessary in a company, because in an atmosphere of discipline an organization or agency will be able to carry out its work programs to achieve the set goals. Siagian (2013: 305) defines Discipline as a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees voluntarily try to work

cooperatively with other employees and improve work performance. Sastrohardiwiryo (2002: 130) states that Discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and capable of carrying it out and not dodging to accept sanctions if he violates the duties and authority given to him.

Leadership is the essence of the management of the organization, basic resources, and the central point of each aktivitas that occurs in an organization. So leadership is a very important factor in driving and influencing Leadership organizational performance. Ardana et al (2009: 89) define leadership as the process of influencing the activities of individuals or groups to achieve goals in certain situations. Robbins (2006: 3 9) suggests that leadership is the ability to influence a group towards achieving goals. These leadership indicators are operationally as follows: *Telling* is the ability to tell members what they should do, *Selling* the ability to sell / give ideas to other members, *Participating* namely Capacity of participating with members and *Delegating* ie Capacity of delegate members.

Gibson (2013: 165) states that motivation is a force that encourages an employee who raises and directs behavior. Daft (2010: 373) defines motivation as a power that emerges from within or outside a person and arouses enthusiasm and perseverance to achieve something desired. Motivation workers will be mempengaruhi produktivitasnya and as part of the duties of a manager is channeling collar motivation achievement of organizational goals.

Performance in general is a description of the achievements achieved by the organization / company in operations Fahmi's, (2012: 83). An organization needs humans as the main supporting resources to achieve the stated goals. Quality human resources will contribute to advancing the organization as a place to increase work productivity. Strategic position to increase organizational productivity is employees, namely individuals who work in an organization or company. Mangkunegaraa in Riani (2011: 98) defines Performance is the quality of work achieved by an employee in carrying out their duties in accordance with the responsibilities given. Employee performance can be measured by how much they contribute to the organization, the performance dimensions include quality, quantity, workplace presence and cooperative attitude.

PT. Tjiwi Kimia Tbk is one of the manufacturing factories located in Sidoarjo, near Surabaya in East Java - Indonesia. The factory which started as a caustic soda plant, now has many *state-of-the-art* paper and converting machines making it one of the largest stationery manufacturers in the world under one roof, its position as an interface with customers. For organizations that provide services to the public or the community, of course employee performance can be seen from how the organization is in providing services to the community. As for the purpose of this study, it is considered important to study related to work discipline, leadership and motivation towards employee performance at PT. Tjiwi Kimia Tbk.Mojokerto.

METHOD

The research method used in this research is associative research . Associative research is research that aims to determine the influence or also the relationship between two or more variables. The population in this study were employees at PT. Tjiwi Kimia Tbk, amounting to 150 people. Sampling is used non-probability method, namely purposive sampling. Purposive sampling. Namely sampling before the survey was conducted prospective respondents were given an explanation of the indicators in the form of a statement that the research results of respondents obtained from the sample will represent the nature - the nature of the population.

Analysis Methods include: Classical Assumption Test Testing, classical assumptions made are (a) Normality test, Normality test aims to test whether in the regression model, confounding variables or residuals have a normal distribution, (b) Multicollinearity Test for Multicollinearity Analysis, If the VIF value is more than 10, it can be said that there is multicollinearity. (c) Heterokedasticity test, This test is used to determine whether the variant of the residual is not the same for all observations, which causes the estimator to be inefficient and the coefficient of determination will be very high. If from an observation there are different variants, it is called heteroscedasticity. In other words, this test is intended to see the square of the distribution points of the regression line.

Hypothesis Testing Hypothesis testing uses : (a) Multiple Linear Regression Analysis, Multiple linear regression analysis is a general statistical method used to examine the relationship between a dependent variable and several independent variables. (b) Correlation Coefficient (R) This analysis is used to measure the level of the relationship between the independent variable (X) and the variable (Y). (c) The coefficient of determination (R²) The coefficient of determination is needed to measure how much influence the independent variable (X) has on the dependent variable (Y). (d) F test, F test is used to test the significance level of the independent variable regression coefficients together on the dependent variable. (d) T Test, T Test is used to test the effect of partially independent variables or each with the test criteria.

RESULTS AND DISCUSSION

Measure the level of the relationship between independent variables (X) and variables (Y). Based on the results of the correlation analysis (r) obtained a value of 0.878 this shows that the relationship between work discipline, and motivation with employee performance at PT. Tjiwi Kimia Tbk is very strong at 87.8%. To see the magnitude of the contribution of all independent variables to the dependent variable, it is shown by the coefficient of determination of 0.771. This figure shows the magnitude of the contribution of independent variables to work discipline, leadership and motivation on the dependent variable employee performance by 77.1%; while the remaining 22.9% is caused by other factors not included in the model.

Multiple Linear Analysis

Table 2. Results of Multiple Linear Analysis

Variabel	B	T Test	Sig.	Keterangan
Constant	1,437			
Work discipline (X1)	0,458	4,861	0,000	significant
Leadership (X2)	0,415	3,812	0,000	Significant
Motivation (X3)	0,025	0,250	0,803	Not significant

Koefisien	Results	Test F	Results
R	0,878	F Tests	62 .730
R Square (R ²)	0,771		
Adj R Square (Adj R ²)	0,758	Sig. F	0,000

Source: Processed Data of Primary Data

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

$$\text{Employee performance: } 1,437 + 0,458X_1 + 0,415 X_2 + 0,025 X_3 + e$$

The multiple linear regression equation above can explain that:

1. a constant value of 1.437 means that if the variables of work discipline, leadership and motivation are considered 0 (zero) or ignored then employee performance at PT. Tjiwi Kimia Tbk Mojokerto is 1,437.
2. a value of 0.458X₁ means that if the work discipline (X variable₁) increases by 1 unit, it increases employee performance at PT. Tjiwi Kimia Tbk Mojokerto is 0.45 8 with the assumption that other variables are considered constant or constant.
3. a value of 0.415X₂ means that if the leadership variable (X₂) increases by 1 unit, it will also increase employee performance at PT. Tjiwi Kimia Tbk Mojokerto is 0.415 with the assumption that other variables are considered constant or constant.
4. Value of 0.025 X₃ means, if the motivation (X variable₃) increases by 1 unit, it will also increase employee performance at PT. Tjiwi Kimia Tbk Mojokerto is 0.025 assuming that other variables are considered constant or constant.

Hypothesis

Testing Hypothesis Simultaneously (Test F) \

F test to determine the effect of work discipline, leadership and motivation simultaneously on employee performance at PT. Tjiwi Kimia Tbk Mojokerto, then carried out the F test. Hypothesis testing simultaneously using F numbers. Testing is done by comparing the significant level of the calculation results with a significant level of 0.05 (5%)

Table 3. Results of Test F

Model	F	Sig
1 Regression	62.730	.000 ^b

Source: SPSS Data Processing Output 20

Dependent variable : EMPLOYEE PERFORMANCE

Simultaneous hypothesis testing results (Test F) with a significant level (Sig) is 0.05 with a value of $F_{62.730}$ greater than the value of $F_{table 3.94}$ with a significant level of 0.000 then H_a is received. This means that work discipline, leadership and motivation affect employee performance at PT. Tjiwi Kimia Tbk Mojokerto.

Partial Hypothesis Test (t test)

Partial hypothesis testing is used to determine the effect of each variable on work, leadership discipline and motivation on employee performance at PT. Tjiwi Kimia Tbk Mojokerto by using the hypothesis test criteria as follows: $t_{count} < t_{table} (0.05)$, then H_0 is accepted so that H_a is rejected. $t_{count} > t_{table} (0.05)$, then H_0 rejected and H_a accepted.

Table 4. Results of Test t

Model	t	Sig
(Constant)	1.437	.144
Work discipline	.458	.000
Leadership	.415	.000
Motivation	.025	.803

Source: SPSS Data Processing Output 20

The calculation result can be seen in table 4.4 the results are as follows:

1. For variable work discipline (X 1) value t 4.861 greater than the value t table of 2.790 with a significant level of $0.000 < \alpha 0,05$ then H_0 is rejected and H_a accepted. Thus work discipline affects employee performance at PT. Tjiwi Kimia Tbk Mojokerto.
2. For the leadership variable (X 2) the value of t arithmetic 3.812 is greater than the value of t table of 2.790 with a significant level of $0.000 < \alpha 0.05$ then H_0 is rejected and H_a is accepted. Thus leadership influences employee performance at PT. Tjiwi Kimia Tbk Mojokerto.
3. For motivation variable (X 3) the value of t counts is 250 smaller than the value of t table of 2.790 with a significant level of $0.803 > \alpha 0.05$, so H_0 is accepted and H_a is rejected. Thus motivation does not affect employee performance at PT. Tjiwi Kimia Tbk Mojokerto.

DISCUSSION

Effect of Work discipline, Leadership, Motivation on Employee performance

The results of the study show that simultaneously work discipline, leadership and motivation significantly influence employee performance at PT. Tjiwi Kimia Tbk Mojokerto

Work discipline Employee performance

Towards The results of the study show that work discipline affects employee performance at PT. Tjiwi Kimia Tbk Mojokerto. Work discipline shown by employees also influences its performance. Because with good discipline by following company rules employees can do their work on time and do not impede other work fields in the company.

Leadership of Employee Performance

The results of the study show that leadership influences employee performance at PT. Tjiwi Kimia Tbk Mojokerto. Many practitioners and management experts emphasize the importance of human roles in determining the success of an institution (organization), both in the private sector and in the public sector.

Motivation for Employee Performance

Research results show that motivation has no effect on employee performance at PT. Tjiwi Kimia Tbk Mojokerto. Motivation has a close relationship with attitudes and behavior possessed by someone. Attitudes that exist in each individual interact with values,

emotions, roles, social structure, and environment. Each individual has a different background and attitude towards existing stimuli, so that the motivation that appears in each individual is different. This study found that motivation did not significantly influence employee performance.

CONCLUSION

The conclusion of this study is (1) Work discipline has a significant effect on employee performance at PT. Tjiwi Kimia Tbk Mojokerto (2) Leadership has a significant effect on employee performance at PT. Tjiwi Kimia Tbk Mojokerto (3) Motivation does not significantly influence employee performance at PT. Tjiwi Kimia Tbk Mojokerto (4) The results of the analysis show that jointly work discipline, leadership and motivation affect employee performance at PT. Tjiwi Kimia Tbk Mojokerto

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