

The Effect of Work Motivation & Leadership Style on Working Discipline & Its Impact on Employee Performance in Adhi Karya Ltd, Padang

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ABSTRACT

This study aims to determine the effect of work motivation, leadership style on work discipline and its impact on the performance of Adhi Karya Ltd employees. The sample selection was done by sampling purposive with a total sample of 110 employees. Variables in this study consisted of work motivation and leadership styles as independent variables and work discipline as dependent variables, and employee performance as an intervening variable. The data analysis method used in this study is the path analysis method. The results of the study show that 1. Work motivation has a positive and significant influence on work discipline. 2. Leadership style has a positive and insignificant effect on work discipline. 3. Work motivation has a positive and significant effect on employee performance. 4. Leadership style has a positive and not significant effect on employee performance. 5. Work discipline has a positive and not significant effect on employee performance. 6. Work motivation has a positive and significant effect on work discipline and has a positive and not significant impact on employee performance. 7. Leadership style has a positive and insignificant effect on work discipline and has a positive and not significant impact on employee performance.

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

INTRODUCTION

Human resources are important assets to achieve goals in each organization. The achievement of an organization is very closely related to the quality of the members in it. Employee performance greatly influences the success of the goals of an organization, seeing the importance of employees in an organization. This is in accordance with the opinion of Koopmans et al (2014) that performance is defined as behavior or action that is relevant to the goals of the organization. It can be said that employees are valuable organizational assets, therefore the need for support and development to make employees' abilities to be good (Widodo 2006: 78). This is because people who manage all the resources in the organization become useful. Without human resources, other resources become meaningless. So that from several aspects affect the success of a performance such as clarity of roles, levels of competence, environmental conditions, and other factors such as values and culture, rewards and awards (Widyasari, 2004).

According to Setiyawan and Waridin (2006) employee performance is the result or work performance of employees who are assessed in terms of quality and quantity based on work

standards determined by the organization. Good performance is optimal performance, which is performance that matches the standards of the organization and supports the achievement of organizational goals.

According to Soekidjo (2003), an agency must be supported by competent human resources because human resources play an important role in running a business or activity within the agency. There are factors that can cause labor performance to increase or decrease. Factors that can cause the performance of the workforce to decline are such as the amount of pressure, loss of desire for workforce achievement, conditions in the environment around work and no role model or reference in achievement. Other factors that can improve workforce performance are influenced by the leadership style of a leader in an organization and the work motivation of the workforce within the organization.

Motivation is the driving force for someone to contribute as much as possible for the success of the organization to achieve its objectives because the achievement of organizational goals means achieving personal goals of members of the organization concerned (Siagian, 2002). Motivation is the giving of individual impulses to act which causes the person to behave in a certain way that leads to the goal (Aries and Ghozali, 2006). Giving motivation is one of the goals so that the motivated workforce can work according to the work reference and responsibility given so that the company's goals can be achieved well (Nitisemito, 1989).

Path Goal Theory (Assanova and McGuire, 2009) says that leaders encourage higher performance by providing activities that influence subordinates to believe that valuable results can be achieved with serious effort. Leadership that applies universally results in high levels of performance and subordinate satisfaction. This theory says that different situations require different leadership styles on two situational variables that influence leadership styles, namely personal characteristics and environmental strength.

Effective leadership is strongly influenced by the personality of leaders in the organization. Every leader needs to have aspects of personality that can support his efforts in creating effective relationships with members of his organization. The success or failure of an organization can be determined by many things. One of them is the leadership that runs within the organization. A successful leader is if the leader is able to become the creator and driver of his subordinates who can create a work atmosphere and culture that spurs the growth and development of performance in his employees. The leader has the ability to provide a positive influence for employees to do work in accordance with the goals set.

Leadership is the process of influencing or giving examples to followers through the communication process in an effort to achieve organizational goals (Rivai, 2005). A leader is one of the decisive elements in the development of a company to determine the success or failure of a company. The leader is a person who has the authority to govern other people and in doing his work to achieve the stated goals with the help of others (Ranupandojo, 2000: 217).

Adhi Karya Ltd is a state-owned company engaged in construction, industry, property and investment in infrastructure in Indonesia. Adhi Karya Ltd is one of the largest construction companies in the construction sector. Adhi Karya Ltd realizes that labor is one of the resources that influences the company's performance. Recognizing the importance of implementing good corporate governance effectively and efficiently to improve workforce performance and also as a form of corporate accountability to stakeholders. Several factors influence employee performance such as short work time and lack of motivation in completing work.

Based on the background of the problem above, the problem can be formulated as follows:

1. How does the influence of work motivation on the work discipline of Adhi Karya Ltd?
2. How does the leadership style influence on the work discipline of Adhi Karya Ltd?
3. How does the influence of work motivation on the employee performance of Adhi Karya Ltd?
4. How does the leadership style influence on the employee performance of Adhi Karya Ltd?
5. How does the work discipline influence on the employee performance of Adhi Karya Ltd?
6. What is the role of work motivation with work discipline and its impact on employee performance at Adhi Karya Ltd?
7. What is the role of leadership style with work discipline and its impact on employee performance at Adhi Karya Ltd?

LITERATURE REVIEW

Employee Performance

In general, performance is defined as the level of success of a person in carrying out his work. According to Kiswanto (2010) the extent to which a person's success in completing work assignments is referred to as "level of performance". Kiswanto (2010) states that the "successful role achievement" obtained by someone will come from his actions. From this definition it can be stated that employee performance is a form of success for a person to achieve certain roles or targets derived from his own actions. Employee performance is said to be good if the work of the individual can exceed the predetermined role or target. Kiswanto (2010) concluded that performance factors that are often used as indicators in research are knowledge, ability, work skills, attitudes toward work (enthusiasm, commitment and motivation), work quality, volume of production and interaction (communication and relationships in groups)

Work discipline

According to Sutrisno (2009), work discipline is a tool used to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations and all applicable social norms. According to Rivai (2009), discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to obey all regulations in the institutions and social norms that apply. Whereas according to Handoko (2008), discipline is a management activity to run organizational standards. Based on the above understanding it can be concluded that work discipline is an attitude, behavior, and action that is in accordance with the rules both written and unwritten and if it violates there will be sanctions for violations.

Work Motivation

Motivation is a factor that encourages someone to do a certain activity. Therefore motivation is often interpreted as a driving factor for one's behavior. Every activity carried out by someone must have a factor that drives an activity. Therefore, the driving factor of someone to do a certain activity in general is the need and want something, then he is motivated to do certain activities to get what he needs. One's needs and desires are different from the needs and desires of others. The needs and desires of a different person occur because of the mental processes that have occurred in that person (Sutrisno, 2009: 109).

Leadership Style

Leadership is a leader who devotes his attention to the problems faced by his followers and the development needs of each of his followers by giving enthusiasm and encouragement to achieve his goals (Robbin, 2008).

Ekaterini, (2010) "leadership style is a way of leaders in facing and serving staff or subordinates who are usually different or in each individual and can change to create unity and unity in thinking and acting in order to achieve organizational goals".

Conceptual Framework

Based on the background and formulation of the problem above, the researcher can make the conceptual framework for this study as follows:

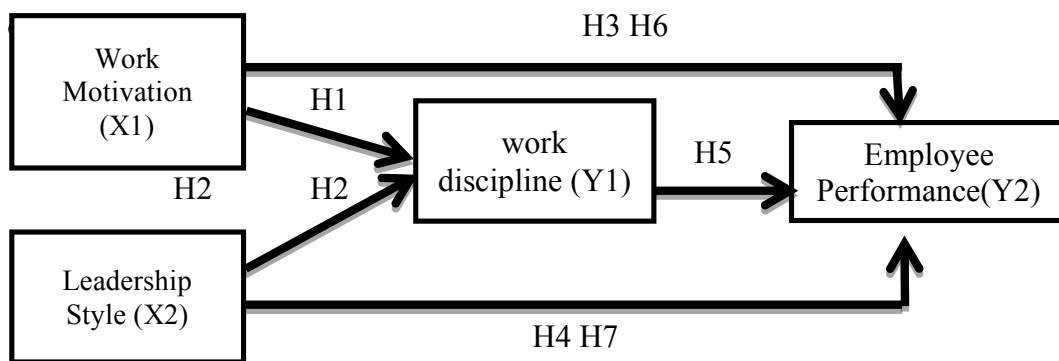


Figure 1: Conceptual Framework

Hypothesis

Based on the conceptual framework above, the hypothesis can be formulated in this study as follows:

1. H_1 = It is assumed that work motivation has a positive and significant effect on work discipline
2. H_2 = It is assumed that leadership style has a positive and significant effect on work discipline
3. H_3 = It is assumed that work motivation has a positive and significant effect on employee performance
4. H_4 = It is assumed that leadership style has a positive and significant effect on employee performance
5. H_5 = It is assumed that work discipline has a positive and significant effect on employee performance
6. H_6 = It is assumed that work motivation has a positive and significant effect on work discipline and employee performance
7. H_7 = It is assumed that leadership style has a positive and significant effect on work discipline and employee performance

RESEARCH METHODS

This study uses quantitative methods with path analysis, where the research variables are work motivation, leadership style, work discipline and employee performance. The study sample was 110 employees. The data analysis technique used is path analysis.

ANALYSIS AND RESULTS

Path Analysis

Based on the formulation of the research problems discussed above, by using multiple regression analysis to examine the effect of work motivation variables (X1) and leadership style (X2) on work discipline (X3) the results are shown in the following Table 1:

Table 1
Multiple Regression Coefficient
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Partial	Sig.
	B	Std. Error	Beta		
(Constant)	31,181	5,328			,000
Work Motivation	,222	,111	,190	,190	,048
Leadership Style	,069	,103	,064	,065	,504

a. Dependent Variable: Work Discipline

Source: data primer yang diolah, 2018

From the results of processing using SPSS, the regression model used can be analyzed with the regression equation as follows:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y_1 = 0,190X_1 + 0,064X_2$$

From the equation above, the regression coefficient value of variable X1 is 0.190. This shows the positive influence of work motivation on work discipline. This means that every increase in work motivation (X1) is equal to one unit, it will increase the value of work discipline by 0.190 units. The regression coefficient of the leadership style variable (X2) is 0.064 indicating the positive influence of leadership style on work discipline. This means that every increase in leadership style (X2) is equal to one unit, it will increase work discipline by 0.064 units.

From Table 2, we can express a partial contribution between the effect of work motivation and leadership style on work discipline. The amount of the partial contribution between work motivation and work discipline is 0.190 or if it is calculated in the percentage level it is 19.0% (with *ceteris paribus* terms). This means that by assuming that other variables influence work discipline, work motivation contributes to a discipline increase of 19.0%. The amount of the partial contribution between the leadership style of work discipline is 0.065 or if it is calculated in the percentage level of 6.5% (with the conditions of *ceteris paribus*). This means that by assuming that other variables influence work discipline, the leadership style contributes to an increase of 6.5%.

To test the effect of work motivation variables (X1), leadership style (X2) and work discipline (Y1) on employee performance (Y2) results are obtained as shown in Table 2 below:

Table 2
Multiple Regression Coefficient
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Correlations		
	B	Std. Error	Beta		Zero-order	Partial	Part
(Constant)	23,668	7,263		,002			
Work Motivation	,323	,134	,230	,018	,255	,229	,226
Leadership Style	,006	,123	,005	,959	,031	,005	,005
Work Discipline	,149	,115	,124	,198	,169	,125	,121

a. Dependent Variable: Employee Performance

Source: Results of Primary Data Processing

From the results of processing using SPSS, the regression model used can be analyzed with the regression equation as follows:

$$Y_2 = b_1 X_1 + b_2 X_2 + b_3 Y_1 + e$$

$$Y_2 = 0,230X_1 + 0,005X_2 + 0,124X_3$$

From the above equation, the regression coefficient value of the variable X_1 is 0.230 indicating the positive effect of work motivation on employee performance. This means that every increase in work motivation (X_1) is equal to one unit, it will increase the value of employee performance by 0.230 units. The regression coefficient of the leadership style variable (X_2) is 0.005 indicating the positive influence of leadership style on employee performance. This means that every increase in leadership style (X_2) is equal to one unit, it will improve employee performance by 0.005 units. The regression coefficient of the work discipline variable (Y_1) is 0.124 indicating the positive influence of work discipline on employee performance. This means that every increase in work discipline (Y_1) is equal to one unit, it will improve employee performance by 0.124 units.

Table 3
Summary of Model Parameter Estimation Results

Model	Path Coefficient	T	P	R square
Equation 1 (X1, X2 to Y1)				
X1 (ρ Y1X1)	0,190	2,000	0,048	0,042
X2 (ρ Y1X2)	0,064	0,671	0,504	
Equation 2 (X1, X2, Y1 to Y2)				
X1 (ρ Y2X1)	0,230	2,409	0,018	0,080
X2 (ρ Y2X2)	0,005	0,052	0,959	
Y1 (ρ Y2Y1)	0,124	1,296	0,198	

From Table 3, a partial contribution can be expressed between the effect of work motivation, leadership style and work discipline on employee performance. The amount of the partial contribution between work motivation and employee performance is 0.230 or if it is calculated at the percentage level of 23% (with the conditions of *ceteris paribus*). This means that by considering other variables that affect employee performance, work motivation contributes to increasing employee performance by 23%. The amount of the partial contribution between the leadership style on employee performance is 0.005 or if it is calculated at the percentage level of 0.5% (with the conditions of *ceteris paribus*). This means that by considering other variables that affect employee performance, the leadership style contributes to an increase of 0.5%. While the amount of partial contribution between work discipline on employee performance is

0.124 or if it is calculated in the percentage level it is 12.4% (with ceteris paribus conditions). This means that by considering other variables that affect employee performance, work discipline contributes to an increase of 12.4%.

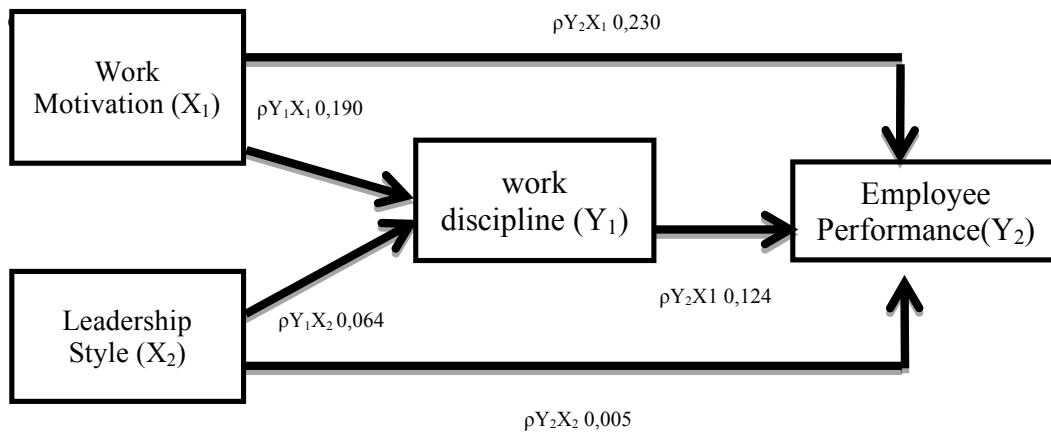


Figure 2: Path coefficient

Based on the table above, it can be seen the indirect influence and total influence between variables as follows:

1. Work motivation variables on employee performance through work discipline

$$IE = \rho Y1X1 * \rho Y2Y1$$

$$IE = (0,190)*(0,124) = 0,024$$

$$TE = 0,230 + 0,024$$

$$TE = 0,254$$

2. Variable leadership style on employee performance through work discipline

$$IE = \rho Y1X2 * \rho Y2Y1$$

$$IE = (0,064)*(0,124) = 0,008$$

$$TE = 0,005 + 0,008$$

$$TE = 0,013$$

Hypothesis testing

Test F

In this study, the F test is used to test whether each independent variable has a significant effect on the dependent variable together with a significant level of $\alpha = 0.05$. For both regression equations, we can find the F value for each equation as follows:

Table 4
F Test Result

	F	Sig
Equation 1	2,334	0,102
Equation 2	3,037	0,032

Source: Results of Primary Data Processing

From table 4, it can be seen that the value of F count for the first equation is the effect of work motivation variables and leadership style on work discipline is 2.334 with a significant 0.102. It can be concluded that the significant level of the first equation more than 0,05 namely 0,102. This shows that together in the first equation, the effect of work motivation variables and leadership style on work discipline has a significant but not significant effect. While for the second equation, namely the influence of work motivation, leadership style and work discipline

on employee performance with a calculated f value of 3,037 with a significant 0.032. It can be concluded that work motivation, leadership style and work discipline have a significant influence on employee performance simultaneously.

Uji t

t test is used to determine whether there is an influence between independent variables and the dependent variable and intervening variable. Then based on the results of processing data obtained the following test results:

Table 5
t test

	t	Sig
Equation 1	2,000	0,048
	0,671	0,504
Equation 2	2,409	0,018
	0,052	0,959
	0,124	0,198

Source: Results of Primary Data Processing

The results of the t test performed for each regression equation are known as follows:

1. Tests on the first equation the effect of work motivation on work discipline can be seen the value of t count 2,000 with a significant level of 0.048 which is smaller than 0.05. This shows that there is a positive and significant influence between work motivation on work discipline.
2. Tests on the first equation the influence of leadership style on work discipline can be seen the value of t arithmetic 0.671 with a significant level of 0.50 which is greater than 0.05. This shows that there is a positive and insignificant influence between leadership styles on work discipline.
3. Tests on the second equation of the effect of work motivation on employee performance can be seen the value of t arithmetic 2.409 with a significant level of 0.018 which is smaller than 0.05. This shows that there is a positive and significant influence between work motivation on employee performance.
4. Tests on the second equation of the influence of leadership style on employee performance can be seen the value of t count 0.052 with a significant level of 0.959 which is greater than 0.05. This shows that there is a positive and insignificant influence between leadership style on employee performance
5. Testing on the second equation of the influence of work discipline on employee performance can be seen the value of t arithmetic 0.124 with a significant level of 0.198 which is greater than 0.05. This shows that there is a positive and insignificant influence between work discipline on employee performance.

Determination Coefficient (R²)

In multiple linear tests, the coefficient of determination is used to determine the percentage contribution to the simultaneous effect of independent variables on the dependent variable. For this reason, the numbers in the table 6 model summary are used. How to determine the coefficient of determination by looking at column R², the result of analysis of SPSS data. R² test or determination test is an important measure in regression, because it can inform whether or not the estimated regression model, or in other words, it can measure how closely the regression line is estimated by the actual data. The coefficient of determination (R²) reflects how much variation of the dependent variable Y can be explained by the independent variable

X. Adjusted R square is the R square that has been adjusted this value is always smaller than R square. For regression with more than two independent variables used adjusted R² as the coefficient of determination. The results of the coefficient of determination to see the contribution of work motivation variables and leadership style to work discipline can be seen in table 6 below:

Tabel 6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,204 ^a	,042	,024	4,352

a. Predictors: (Constant), Leadership Style, Work Motivation

Source: Results of Primary Data Processing

Based on table 6 above, it can be seen that the Adjusted R Square value is 0.024 which means that the contribution of work motivation variables and leadership style to work discipline is 2.4% while the remaining 97.6% is determined by other factors not examined.

Whereas to see the contribution of work motivation variables, leadership style and work discipline on employee performance can be seen in table 7 below:

Table 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,283 ^a	,080	,054	5,164

a. Predictors: (Constant), Work Discipline, Leadership Style, Work Motivation

Source: Results of Primary Data Processing

Based on table 7 above, it can be seen that the Adjusted R Square value is 0.054 which means that the contribution of work motivation variables, leadership style and work discipline to employee performance is 5.4% while other factors are 94.6%.

DISCUSSION

This discussion is based on a theoretical study and data analysis that has been carried out. The purpose of this discussion is to explain and interpret the results obtained. Work motivation variables and leadership styles towards work discipline and their impact on employee performance. Then the regression analysis is calculated to see the effect of independent variables on the dependent variable.

Effect of Work Motivation on Work Discipline

Based on the results of data processing and hypothesis testing it can be seen that there is a positive and significant effect of Work Motivation on work discipline at Adhi Karya Ltd. Thus the first hypothesis which states that there is a positive and significant influence Work motivation on work discipline can be accepted because it is in accordance with the results of the study.

Where the existence of work motivation received will increase the discipline of employees in carrying out their work. These results are in accordance with the research (Susanty & Baskoro, 2013) there is a positive and significant effect of work motivation on employee work discipline.

Effect of Leadership Style on Work Discipline

Based on the results of data processing and hypothesis testing it can be seen that there is a positive and insignificant influence of leadership style on work discipline at Adhi Karya Ltd. Thus the second hypothesis which states that there is a positive and significant influence of leadership style on work discipline is not acceptable because it is not in accordance with the results of the study. Supposedly with a good leadership style employees will be able to increase discipline in work. This result is not in accordance with the research conducted by Susanty & Baskoro (2013) there is a positive and significant influence of leadership style on employee work discipline.

Effect of Work Motivation on Employee Performance

Based on the results of data processing and hypothesis testing it can be seen that there is a positive and significant effect of work motivation on the employee performance of Adhi Karya Ltd. Thus the third hypothesis which states that there is a positive and significant effect of work motivation on employee performance is acceptable because it is in accordance with the results of the study. The work motivation provided by the company will certainly improve employee performance better which will increase the success of the organization. These results are consistent with the research conducted by Bryan Johannes Tampi (2014) showing the results of work motivation have a significant and positive effect on employee performance.

Effect of Leadership Style on Employee Performance

Based on the results of data processing and hypothesis testing it can be seen that there is a positive and insignificant influence of leadership style on the employee performance of Adhi Karya Ltd. The fourth hypothesis which states that there is a positive and significant influence of leadership style on employee performance is not acceptable because it is not in accordance with the results of the study.

Furthermore, with a good style leadership, employees can improve their performance better. But this influential study but not a significant leadership style. This is not a research conducted by Murida, Yunus, & Amri (2013) which shows the results that the leadership style has a significant and positive effect on the performance of employees of the Aceh regional secretariat.

Effect of Work Discipline on Employee Performance

Based on the results of data processing and hypothesis testing it can be seen that there are positive and insignificant influences on work discipline on employee performance. Thus the fifth hypothesis which states that there is a positive and significant influence of work discipline on employee performance is not acceptable because it is not in accordance with the results of the study. Where by increasing good work discipline in carrying out activities can improve employee performance better for the success of the organization. This result is not in accordance with the research conducted by Susanty & Baskoro (2013) there is a positive and significant influence of work discipline on employee performance.

Effect of Work Motivation on Work Discipline and Its Impact on Employee Performance

In this study from the test results it can be seen that work motivation has a positive and significant effect on work discipline. But then it has a positive but not significant impact on employee performance. This result is not in accordance with the research conducted by Mulyani (2015) which states that work motivation has a significant and positive effect on employee performance both indirectly through work discipline.

Effect of Leadership Style on Work Discipline and Its Impact on Employee Performance

With a good leadership style and having employee work discipline to work better to be able to improve employee performance. Based on the results of the research conducted, the results of the leadership style were found to have a positive and insignificant effect on work discipline and had a positive but not significant impact on employee performance. This result is not in accordance with Wisnu's research (2017) which states that leadership style does not have a positive and significant effect on employee performance through work discipline.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research and data processing that has been done to determine the effect of work motivation and leadership style on work discipline and its impact on the performance of employees of Adhi Karya Ltd, conclusions can be drawn as follows:

1. There is a positive and significant effect of work motivation on work discipline at Adhi Karya Ltd. Then it can be seen that work motivation has a positive impact on employee work discipline so that employees are expected to get more motivation in carrying out their work in order to be disciplined in doing work according to the set targets.
2. There is a positive and insignificant influence of leadership style on employee work discipline at Adhi Karya Ltd. Because the test results show a positive but not significant effect.
3. There is a positive and significant effect of work motivation on the employee performance of Adhi Karya Ltd. This shows the work motivation received by employees can improve their performance in carrying out the project provided.
4. There is a positive and insignificant influence of leadership style on the employee performance of Adhi Karya Ltd. Because the test results show a positive but not significant effect.
5. There is a positive and insignificant influence on work discipline on the employee performance of Adhi Karya Ltd. Because the test results show a positive but not significant effect between variables.
6. There is a positive and significant effect of work motivation on work discipline and has a positive and not significant impact on the employee performance of Adhi Karya Ltd. Because based on testing significant work motivation on work discipline and employee performance, but work discipline is not significant on employee performance.
7. There is a positive and insignificant influence of leadership style on work discipline and a positive and not significant impact on the employee performance of Adhi Karya Ltd. Because the test results show that the leadership style variables on the work discipline are not significant and the leadership style variables on employee performance are not significant and the impact on employee performance is also not significant.

Recommendation

In this study the use of the sample was only limited to 110 employees of Adhi Karya Ltd found in one of the Divisions so it is expected that in future studies to:

1. Adding the number of samples that will be used in subsequent research so that it can produce better research results not only in one division, because it is known that Adhi Karya Ltd is located throughout Indonesia.
2. Increase the number of variables that can affect the dependent variable, especially the work discipline variable because there are many other variables that can affect work discipline and employee performance.

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