The Effect of Work Discipline, Work Motivation and Leadership on Employee Performance at PT. Devrindo Widya Karawang - Indonesia

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Abstract: This research is to find out, explain and analyze the influence as well as the partial and simultaneous influence of work discipline, work motivation and leadership on employee performance at PT. Devrindo Widya Karawang - Indonesia. There were 82 employees of which 68 were used as the sample group. The research method used is the descriptive and verification method. The following conclusions result from the analysis of research data: 1) work discipline is good, 2) work motivation is good, 3) leadership is good, and 4) employee performance is good. There are influences both partially and simultaneously of work discipline, work motivation and leadership on employee performance at PT. Devrindo Widya Karawang - Indonesia.

Keywords: The influence, significant and performance

I. INTRODUCTION

In an organization, the ability of employees to carry out their duties and responsibilities is the main benchmark for achieving goals. Work discipline involves the awareness and willingness of employees to comply with all organizational rules and prevailing social norms. Disciplinary factors play a very important role in the implementation of organizational goals. Disciplined employees also obey all the regulations in a work environment with high awareness and without coercion. In addition to the level of discipline, motivation in work is also important for employees. Work motivation is related to personal factors that influence direction, desire and persistence in doing certain behaviors. Maslow's theory suggests factors that influence a person's work motivation consisting of: physiological, safety and security, social, rewards, and self actualization. And leadership involves a type of responsibility aimed at achieving particular ends by applying the available human resources and ensuring a cohesive and coherent organization in the process (Ololube, 2013). Also leadership as a process, whereby influences an individual or a group of individuals to achieve a common goal as well.

II. FOUNDATION OF THEORY

According to Lijan (2016: 334), work discipline is a person's willingness to follow the rules that apply in the organization. Work discipline is useful for educating employees to comply with the rules and procedures that apply in the organization where they work. A good work discipline reflects the amount of one's responsibility towards the tasks assigned to him.

Newsroom (2011: 109) argues that work motivation is the result of a collection of internal and external forces that cause workers to choose a way of acting that is in accordance with certain behaviors. It can be concluded that motivation is a strength or drive that arises in a person to achieve something desired. Motivation is the emergence of behaviors that lead to specific goals with full commitment to achieve the intended purpose.

According to Boulding (1956) in book “The Image: Knowledge in Life and Society”, outlined the general transdisciplinary theory of knowledge and human, social, and organizational behaviour that the basis of a good leadership is strong character and selfless devotion to an organization (Jenkins, 2013). From the perspective of employees, leadership is comprised of everything a leader does that affects the achievement of objectives and the well-being of employees and the organization (Abbasiaiyia, 2010). Kasmir (2016: 182) states performance is the result of work and work behavior that has been employed in completing the tasks and responsibilities that have been given in a certain period. Performance is the result of achievement in an activity or program carried out by a person or group in an organization in order to achieve the goals of the organization that have been set.

III. RESEARCH METHOD

The research used is the descriptive and verification method. Population : In this study are the 82 employees of PT Devrindo Widya Karawang. Sample In this study, researchers used the Probability Sampling method. Where:

\[ n = \frac{N}{1 + N(\varepsilon)^2} \]

n = sample size
N = population size
\( \varepsilon \) = error level

Based on the calculations above, the researcher took 68 respondents as the sample.
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Data sources used by researcher are primary data and secondary data. Data collection techniques used in this study are questionnaire and archival research.

IV. RESEARCH RESULTS AND DISCUSSION

PT. Deverindo Widya Karawang is located at Klari - Karawang Barat, Kabupaten Karawang. It is a company engaged in the industry and trade sectors. Respondents in this study were all employees of PT. Deverindo Widya Karawang. The total number of employees is 82 and the researcher took 68 respondents from the total number of employees.

Validity test:
1. Test Results for Validity of Work Discipline (x1)
   Work Discipline indicator (x1) is declared valid (r count> 0.30).
2. Test Results for Validity of Work Motivation (x2).
   The indicator of Work Motivation (x2) is declared valid (r count> 0.30).
3. Leadership Validity Test Results (x3)
   Leadership indicator (x3) is declared valid (r count> 0.30).
4. Test Results for Validity of Employee Performance (y)
   Employee Performance indicator (y) is declared valid (r count> 0.30).

Table 1 Reliability Test

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Alpha Value</th>
<th>Critical value</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Discipline</td>
<td>0.930</td>
<td>0.70</td>
<td>Reliabel</td>
</tr>
<tr>
<td>2</td>
<td>Work Motivation</td>
<td>0.873</td>
<td>0.70</td>
<td>Reliabel</td>
</tr>
<tr>
<td>3</td>
<td>Leadership</td>
<td>0.907</td>
<td>0.70</td>
<td>Reliabel</td>
</tr>
<tr>
<td>4</td>
<td>Employee Performance</td>
<td>0.925</td>
<td>0.70</td>
<td>Reliabel</td>
</tr>
</tbody>
</table>

Table 1. shows that each variable has an Alpha value> 0.70 and it can therefore be concluded that the variables of work discipline, work motivation, leadership and employee performance are reliable.

Table 2 Data Normality Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>x1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>x2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>x3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the analysis above, the correlation coefficient between the independent variables of work discipline (x1) and work motivation (x2) is 0.796 indicating a strong relationship. The relationship between the independent variable work discipline and leadership (x3) is equal to 0.773 and again the level of relationship is strong. Meanwhile the relationship between the work motivation variable and the leadership variable is 0.797 which is also considered strong. It can be concluded that the three variables of work discipline, work motivation and leadership have a strong correlation.

Path Analysis Results

Path coefficient between variables.
1) Variable working pathline coefficient (X1) on employee performance (Y)
   Based on the table, the equation obtained from the pathline of the work discipline variable (X1) on employee performance (Y) is 0.319.
2) Path coefficient of work motivation variable (X2) on employee performance (Y)
   Based on the table, the equation obtained from the work motivation variable path coefficient (X2) on employee performance (Y) is 0.337.
3) Leadership (X3) variable path coefficient on employee performance (Y)
   Based on the table, the equations obtained from the working proficiency variable (X3) path coefficient on employee performance (Y) are equal to 0.150.

The path coefficient of the Work Discipline variable (X1), Work Motivation (X2), and Leadership (x3) on Employee Performance (Y) is described as follows:

Figure 1 Path Analysis
Path Analysis of Work Discipline (X1), Work Motivation (X2), and Leadership (X3) on Employee Performance

Variables (Y).
The diagram above shows that the path coefficient of the Work Discipline variable (X1) is 0.319, lower than the Work Motivation variable (X2) which is 0.337, but higher than Leadership (X3) of 0.150.
The path equation is as follows:
\[ Y = 0.319X1 + 0.337X2 + 0.150X3 + \varepsilon \]
(Y = employee performance and \( \varepsilon \) = other variables that are not measured but still affect Y).
The Effect of the variables: Work discipline (X1), Work Motivation (X2) and Leadership (X3) on Employee Performance (Y).
Based on figure 1 above, it can be seen that there is a relationship between the independent variables (work discipline, work motivation and leadership) that acts on the dependent variable (employee performance).

Table 5:
The Effect of Work Discipline (X1), Work Motivation (X2) and Leadership (X3) on Employee Performance (Y)

<table>
<thead>
<tr>
<th>No</th>
<th>Correlation</th>
<th>Coef. Path</th>
<th>( T_{count} )</th>
<th>( t_{table} )</th>
<th>Test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Discipline → Employee Performance</td>
<td>0.319</td>
<td>2.662</td>
<td>1.294</td>
<td>Significant</td>
</tr>
<tr>
<td>2</td>
<td>Work Motivation → Employee Performance</td>
<td>0.337</td>
<td>2.649</td>
<td>1.294</td>
<td>Significant</td>
</tr>
<tr>
<td>3</td>
<td>Leadership → Employee Performance</td>
<td>0.150</td>
<td>1.424</td>
<td>1.294</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Hypothesis testing Inter-Variable Correlation
1) Inter Variable correlation of Work Discipline (X1) with Work Motivation (X2): A significant relationship exists between the two.
2) Correlation between Work Discipline Variables (X1) with Leadership (X3): There is a significant relationship between the work discipline and leadership variables.
3) Inter variable correlation of Work Motivation (X2) with Leadership (X3): There is a significant relationship between the work motivation and leadership satisfaction variables.
Partial Influence of Variables There is a partial effect of work discipline on employee performance.
Effect of work motivation variables on employee performance. The partial influence of work motivation on employee performance is illustrated in the following table:
There is a partial effect of work motivation on employee performance.
2) Variable Influence of leadership on employee performance Partial influence of leadership on employee performance is illustrated in the following table:

There exists a partial effect of leadership on employee performance.
Simultaneous variable influence

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>2341,096</td>
<td>3</td>
<td>780,365</td>
<td>17,320</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>2838,546</td>
<td>66</td>
<td>45,056</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5179,642</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The significant influence of the three variables: work discipline, work motivation and leadership, on performance can be illustrated in the table below:

Table 7 Simultaneous effect of work discipline, work motivation and leadership on employee performance

<table>
<thead>
<tr>
<th>Structural</th>
<th>Sig.</th>
<th>Taraf</th>
<th>( F_{count} )</th>
<th>( F_{table} )</th>
<th>Rejected</th>
</tr>
</thead>
<tbody>
<tr>
<td>( p_{x1,y2,y3} ), ( \neq 0 )</td>
<td>0.000</td>
<td>0.1</td>
<td>17,320</td>
<td>2.38</td>
<td>H0 Rejected</td>
</tr>
</tbody>
</table>

Simultaneously there is a positive and significant effect of work discipline variable, work motivation and leadership on employee performance.

Research Discussion

Discussion of Descriptive Research
1. Based on the research data analysis, it shows that of the 15 statements all are of good value.
2. Based on the research data analysis, it shows that from 15 statements divided into 2 groups where 12 statements are in good position while the remaining 3 are in a fairly good position.
3. Based on the research data analysis, it shows that of the 20 statements divided into 2 groups where 17 statements are in good position while the remaining 3 are in a fairly good position.
4. Based on the research data analysis, it shows that out of 16 statements are divided into 2 groups where 15 of the 16 statements are in good areas while the remaining 1 in the area is quite good.

Discussion of Verification Research
1. Partial Influence of work discipline, work motivation and leadership on employee performance.
   a. Based on the results of this study, work discipline variables have a significant influence on employee performance.
   b. Based on the results of this study, work motivation variable has a significant influence on employee performance.
   c. Based on the results of this study, the leadership variable has a significant influence on employee performance.
2. Simultaneous effects of work discipline, work motivation and leadership on employee performance.

Based on this study, the variables of work discipline, work motivation and leadership simultaneously have an influence on employee performance.
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V. CONCLUSION

1. The work discipline research shows that the variable work discipline has a scale range value of 4,062 with an average value of 271. This indicates that work discipline at PT. Devrindo Widya Karawang – Indonesia has been good.

2. The work motivation research shows that work motivation variables have a scale range value of 3,771 with an average value of 231. This indicates that overall work motivation at PT. Devrindo Widya Karawang – Indonesia is good.

3. The leadership research shows that the ranges for the variable Leadership is 4,951 with an average value of 248. This shows that employee job satisfaction at PT. Devrindo Widya Karawang – Indonesia is good.

4. The employee performance research shows that the value of the variable scale of employee performance is equal to 4,069 with an average value of 254. This shows that the performance of employees at PT. Devrindo Widya Karawang – Indonesia is good.

5. There is a partial effect of the work discipline, work motivation and leadership variables on employee performance at PT. Devrindo Widya Karawang - Indonesia.
   a. Work discipline has a significant influence on employee performance.
   b. Work motivation has a significant influence on employee performance.
   c. Leadership has a significant influence on employee performance.

6. There is a simultaneous influence of the work discipline, work motivation and leadership variables on employee performance at PT. Devrindo Widya Karawang - Indonesia.

SUGGESTIONS


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