

The Influence of Leadership Style, Motivation and Discipline on Employee Performance at PT Sumo Internusa Indonesia

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ABSTRACT

Human resources become the main role in every activity of a company. Although the company has a good infrastructure and facilities but without the support of human resources that are better than the activities of the company will not run properly and is difficult to achieve company goals. This study aims to analyze the influence of Leadership Style, Motivation and Discipline on Employee Performance at PT Sumo Internusa Indonesia. Leadership style still can encourage or motivate the employees to work more actively, effectively, efficiently and optimally. Lack of motivation of employees in the company are visible from at least giving a salary increase, a promotion, giving an increase in incentives as well as the rise of the cost of money. Employees have less work discipline of the presence of employees' delay. The performance of the employees looks like not achieving the target company. Research methods conducted is quantitative. The number of population and sample in this study a total of 62 employees. The simultaneous and partial leadership style, motivation and the discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. Useful suggestions are the correct style of leadership that is able to motivate employees. Increase motivation, especially the salary increase. Improve the discipline by providing clear rules and sanctions in accordance with the degree of violation of the employee.

1. INTRODUCTION

Human resources become the main role in every activity of a company (Gauche et al., 2017; Nikitenko et al., 2017). Although the company has a good infrastructure and facilities but without the support of human resources that are better than the activities of the company will not run properly and is difficult to achieve company goals (Pawirosumarto et al., 2017). Employee performance is the result of work in quality and quantity achieved by an employee in the responsibility given to him. Every company always expects the employees have good achievement, because by having outstanding employees will contribute to optimal for the company (Roz, 2019; Sari et al., 2021). Good employee performance aims to improve the productivity. Therefore, the improvement of the system of work done by each component in the company (Guterres et al., 2020; Suprapti et al., 2020). For such purposes will be needed a performance management system that is better. PT Sumo Internusa Indonesia is a company engaged in the field of advertisements. Based on the initial survey that the occurrence of a decrease in performance of employees in the company. The performance of the employees is evident from not achieving the target company. The influence of leadership style on employee performance so that shows that the level of leadership style that can effectively support the performance of employees (Anshori et al., 2020; Ohemeng et al., 2018). Leadership style is a very important factor, as well as provide a great role for the success or failure of a leader in leading an organization or subordinates in the process to achieve the goal or target to be achieved by the organization or the group (Al-Sada et al., 2017; Priarso et al., 2019). Leadership style PT Sumo Internusa Indonesia still can encourage or motivate the employees to work more active, effective, efficient and a maximum in carrying out its duties and responsibilities.

Employee performance is the result of work in quality and quantity achieved by an employee in the responsibility given company. Without the leadership of the then management becomes disabled. If such things do not happen the result is always bad performance (Murali & Aggarwal, 2020; Sari et al., 2021). In addition, motivation can be regarded as a potential strength that exists within a human being

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that can influence the conditions faced by the person concerned (Prabowo et al., 2018; Wuryani et al., 2021). In other hand, employee performance will be realized if employees have a commitment with the organization and supported by the discipline of work is high (Razak et al., 2018; Sitopu et al., 2021).

The influence of work motivation on employee performance so that shows that the level of work motivation that can support the performance of employees (Asriani et al., 2020; Parashakti & Ekhsan, 2020). In addition, the tops of which apply and be discrimination to all employees in providing sanctions and tasks. This triggers the employees are not too satisfied with the tops of PT Sumo Internusa Indonesia. Motivation is the encouragement against a series of the process of human behavior on the achievement of objectives (Pancasila et al., 2020; Rita et al., 2018). Many employees feel less motivated to work. Where the company is motivation to work an implemented yet can support employees to work with the maximum. The problems of motivation of this work is that the low granting salary increases to employees, lack of promotion within the organization, incentive or craft of money. During this time the motivation to work only in the form of a salary increase that is not thorough, incentives, bonuses to employees that achieve work performance of employees and the form of praise. The discipline of work decreased also characterized by the presence of the delay of employees to the working hours of the company. the occurrence of the delay of employees come to the office reflects the work discipline of employees low and the absence of supervision of the company so that the impact to the high number of delay of employees in each month. This study aims analyze the influence of Leadership Style, Motivation and Discipline on Employee Performance at PT Sumo Internusa Indonesia.

2. METHODS

This research was conducted at PT Sumo Internusa Indonesia which is located in Jalan Amal Luhur No. 118 Terrain. Time the study began in August 2020 and is planned to be finished in February 2021. The approach in this research is descriptive quantitative approach (Sugiyono, 2012). This study uses the correlational method, which is used to determine the effect of leadership style, motivation, and employee discipline on employee performance at PT Sumo Internusa Indonesia. The research framework is presented in Figure 1.

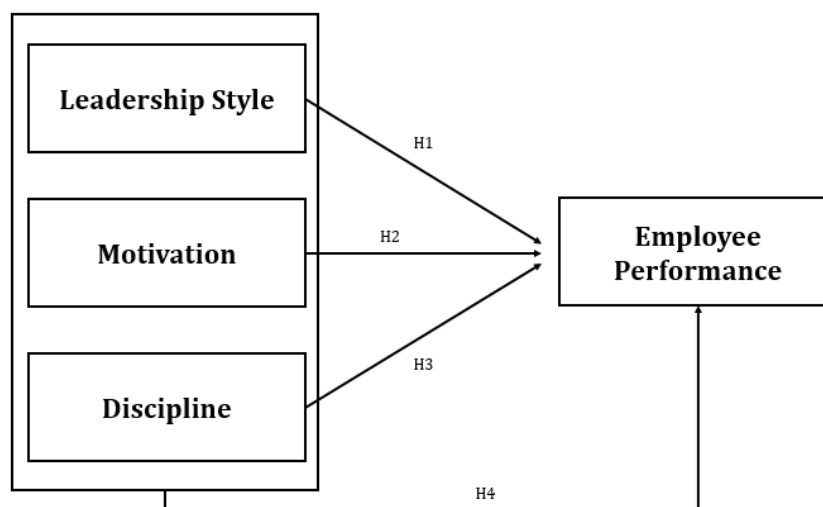


Figure 1. Research Framework

The population in this study a total of 62 employees. The sample in this study amounted to 62 employees. The data collection technique used a questionnaire, with a sampling technique. In this research, questionnaire was using as the data collecting method. The questionnaire was created using a Likert scale. The Likert scale was a scale that used several questions to measure a behavior and answered from respondents (Ghozali, 2018). On the Likert scale, the measurement used was five points of choice; (5) strongly agree, (4) agree, (3) neutral, (2) disagree, and (1) strongly disagree. To verified the proposed hypothesis, validity and reliability were tested to determine the accuracy of the questionnaire. Then the classical assumption test was carried out using SPSS 18. In this study, the researchers used a quantitative descriptive research method. In this study using the test validity and reliability, the classical assumption, the coefficient of determination and hypothesis testing.

3. RESULTS AND DISCUSSIONS

Results

Classical Assumption Test

The results of normality test through Kolmogorov-Smirnov Statistics is presented in Table 1.

Table 1. Normality Result

Statistics		Unstandardized Residual
N		62
Normal Parameters	Mean	0.0000000
	Std. Deviation	5.46037119
Most Extreme Differences	Absolute	0.069
	Positive	0.051
	Negative	-0.069
Kolmogorov-Smirnov Z		0.544
Asymp. Sig. (2-tailed)		0.929

Based on the results of the normality test by using the test Kolmogorov-Smirnov in Table 1 shows the significant value $0.929 > 0,05$. Thus, from the results of the Kolmogorov-Smirnov test showed normal distribution of data. Multicollinearity can also be seen from the values of tolerance and variance inflation factor (VIF). If the tilapia tolerance low equal to the value of VIF is high ($VIF=1/\text{tolerance}$) is used to indicate the presence of multicollinearity is the value of the tolerance $> 0,10$ or equal to the value of $VIF < 10$. The results of testing multicollinearity shown in Table 2.

Table 2. Multicollinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.597	2.701		0.961	0.340		
Leadership Style	0.210	0.096	0.262	2.180	0.033	0.669	1.495
Motivation	0.364	0.146	0.282	2.502	0.015	0.759	1.317
Discipline	0.261	0.084	0.334	3.118	0.003	0.841	1.189

The value of the tolerance variable leadership style of $0,669 > 0,1$, the motivation of $0,759 > 0,1$ and discipline of $0,841 > 0,1$ while the value of VIF for the independent variable leadership style of $1,495 < 10$, the motivation of $1,317 < 10$ and discipline of $1,189 < 10$. Thus, in a test of multicollinearity does not occur correlation between the independent variable between leadership style, motivation and discipline. The result of heteroscedasticity test in this study presented in Table 3.

Table 3. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.667	1.611		2.898	0.005
Leadership Style	0.072	0.057	0.197	1.247	0.217
Motivation	-0.070	0.087	-0.120	-0.809	0.422
Discipline	-0.030	0.050	-0.086	-0.610	0.544

A significant value of leadership style $0,217 > 0,05$, motivation $0,422 > 0,05$ and discipline $0,544 > 0,05$ problem does not occur heteroscedasticity.

Multiple Linear Regression Analysis

The regression Model used is presented in Table 4. The constant of 2,597 stated that if the variables of leadership style, motivation and the discipline does not exist or is constant then the variable performance of employees at by 2,597 units. The regression coefficient of the variable of leadership style by 0,210 and positive, it is stated that if any increase in the variables of leadership style 1 unit will increase the variable performance of employees by 0,210 unit assuming other variables remain. The

regression coefficient of the variable of motivation by 0,364 and positive, it is stated that if any increase in the variable of motivation 1 unit will increase the variable performance of employees by 0,364 unit assuming other variables remain. The regression coefficient of the variable discipline of 0,261 and positive, it is stated that if any increase in the variable discipline 1 unit will increase the variable performance of employees by 0,261 unit assuming other variables remain.

Table 4. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.597	2.701		.961	.340
	Leadership Style	.210	.096	.262	2.180	.033
	Motivation	.364	.146	.282	2.502	.015
	Discipline	.261	.084	.334	3.118	.003

Determination Coefficient

The test results of the coefficient of determination obtained the value of Adjusted R Square of 0,412 this means 41,2% of the variation of the variable performance of employees can be explained by the variation of the variables of leadership style, motivation and discipline, while the rest were 58.8% (100% - 41,2%) is explained by other variables not examined in this study, such as compensation, promotion, job training and so on.

Simultaneous Hypothesis Testing (F Test)

The result of simultaneous hypothesis testing through F-Test is presented in Table 5. The test results obtained value of F count (15,256) > F table (from 2.76) and the probability of significance $0,000 < 0,05$, it means that H_0 is rejected and H_a is accepted that simultaneous leadership style, motivation and discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia.

Table 5. Simultaneous Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1435.181	3	478.394	15.256	0.000 ^a
	Residual	1818.755	58	31.358		
	Total	3253.935	61			

Partially Hypothesis Testing (t Test)

The result of partially hypothesis testing through t-test is presented in Table 6.

Table 6. Partially Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.597	2.701		.961	0.340
	Leadership Style	0.210	0.096	0.262	2.180	0.033
	Motivation	0.364	0.146	0.282	2.502	0.015
	Discipline	0.261	0.084	0.334	3.118	0.003

The results of testing the hypothesis partially values obtained t-count > t-table or 2,180 > 2,002 and obtained significant $0,033 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial leadership style has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. The results of testing the hypothesis partially values obtained t-count > t-table or 2,502 > 2,002 and obtained significant $0,015 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial motivation has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. The results of testing the hypothesis partially values obtained t-count > t-table or 3,118 > 2,002 and obtained significant $0,003 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia.

Discussion

The results of testing the hypothesis partially values obtained $t\text{-count} > t\text{-table}$ or $2,180 > 2,002$ and obtained significant $0,033 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial leadership style has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. This result is in line with the theory that stated without the leadership of the then management becomes disabled. If such things do not happen the result is always bad performance (Murali & Aggarwal, 2020; Priarso et al., 2019). Leadership style is a very important factor, as well as provide a great role for the success or failure of a leader in leading an organization or subordinates in the process to achieve the goal or target to be achieved by the organization or the group (Anshori et al., 2020). Leadership style PT Sumo Internusa Indonesia still can encourage or motivate the employees to work more active, effective, efficient and a maximum in carrying out its duties and responsibilities. In addition, the tops of which apply and be discrimination to all employees in providing sanctions and tasks. This triggers the employees are not too satisfied with the tops of PT Sumo Internusa Indonesia.

The results of testing the hypothesis partially values obtained $t\text{-count} > t\text{-table}$ or $2,502 > 2,002$ and obtained significant $0,015 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial motivation has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. This result is in line with the theory that stated, motivation can be regarded as a potential strength that exists within a human being, which can be developed by a number of outside forces that are at the core ranges rewards and monetary rewards non-monetary, which can affect the conditions faced by the person concerned (Dharma, 2018; Khan et al., 2017). Motivation is the encouragement against a series of the process of human behavior on the achievement of objectives (Pancasila et al., 2020). While the elements contained in motivation include elements generating, directing keeping, showing the intensity, is continuous and its purpose. Many employees feel less motivated to work. Where the company is motivation to work an implemented yet can support employees to work with the maximum. The problems of motivation of this work is that the low granting salary increases to employees, lack of promotion within the organization, incentive or craft of money. During this time the motivation to work only in the form of a salary increase that is not thorough, incentives, bonuses to employees that achieve work performance of employees and the form of praise.

The results of testing the hypothesis partially values obtained $t\text{-count} > t\text{-table}$ or $3,118 > 2,002$ and obtained significant $0,003 < 0,05$, it means that H_0 is rejected and H_a is accepted that partial discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. This result is in line with the theory that stated employee performance will be realized if employees have a commitment with the organization and supported by the discipline of work is high (Bangun et al., 2019; Farisi & Fani, 2019). The discipline of work decreased also characterized by the presence of the delay of employees to the working hours of the company (Prasetyo et al., 2021; Supriyanto & Ekowati, 2020). The occurrence of the delay of employees come to the office reflects the work discipline of employees low and the absence of supervision of the company so that the impact to the high number of delay of employees in each month. The occurrence of the delay of employees come to the office. As for the sanctions given to the employee who came late to the office is cutting money eating Rp 20.000. Even though the presence of sanctions against cutting money eating this level of delay in the company cannot be reduced, this is due to the lack of exemplary leadership in office hours, the sanctions of the law which is not too hard resulting in many employees do not to care about the rules.

4. CONCLUSION

Conclusion this study as following the results of hypothesis testing for partial leadership style has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. The results of testing the hypothesis partially the motivation has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. The results of testing the hypothesis partially discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. The test results obtained for simultaneous leadership style, motivation and the discipline has positive and significant effect on employee performance at PT Sumo Internusa Indonesia. Useful suggestions are the correct style of leadership that is able to motivate employees. Increase motivation, especially the salary increase. Improve the discipline by providing clear rules and sanctions in accordance with the degree of violation of the employee. For further research, to be able to add other variables outside of the variables studied by researchers. For the researchers, is expected to put into practice the results of research on the company where the researchers worked and earned S1 Management. For the University of Prima Indonesia, it is advisable to be able to publish the results of this study that can later be used as reference material for further research.

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