

## **Effect of Leadership, Discipline on Performance through Employee Motivation**

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### **Abstract**

This study aims to determine the relationship between leadership, work discipline on performance through employee motivation at PT. Distriversa Buanamas Makassar Branch. The data analysis method used is path analysis (path analysis). The object of research is all employees of PT Distriversa Buanamas Makassar Branch, totaling 30 people. The results showed that there was a positive and significant relationship between leadership on performance through employee motivation and there was a positive and significant influence between work discipline on performance through employee motivation. The results of this study found that leadership and work discipline were proven to increase employee performance by mediating the motivation variable. Therefore the company must be able to maintain and improve better leadership in order to support more optimal company operational activities and the organization must be able to pay attention to matters relating to employee work discipline so that employees are able to complete work on time in accordance with the expectations of the organization.

**Keywords :** Leadership, Discipline, Motivation, Performance

### **Introduction**

The organization is a place for interacting two or more people in which there is a relationship between leaders and subordinates. Organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals (Robbins, 2006). The company as a form of organization cannot be separated from human labor, even though the company's activities already have large enough capital and modern technology, because however advanced technology is without being supported by humans as its resources, the company's goals will not be achieved. The resources in question are human resources, namely people who provide energy, thoughts, talents, creativity and business to the company, with the hope that one day the company will experience rapid development within the business scope of the company and want good performance in field of work. According to Bachmasari (2008) performance is the achievement of organizational goals which can be in the form of quantitative output, creativity, flexibility, reliability or other things the organization wants. According to Moehirono (2012: 95) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. In order to achieve the goals that have been set by the company (organization), each company will try to always improve the performance of its employees by trying to motivate employees through leadership styles and work discipline in accordance with the expectations of their employees. A leader is a person who inspires, persuades, influences and motivates the work of others. The role of a leader in an organization is very dominant, but even so a leader should not ignore the importance of the role of the workforce or employees. A leader must be able to change the minds of his subordinates or act decisively (Dubrin, 2006: 10-11). Mangkuprawira (2017: 122) defines work discipline as the nature of an employee who consciously obeys certain organizational rules and regulations. Work discipline is an activity of company management that functions as a form of controlling employees in carrying out organizational

standards in an orderly company in order to achieve company goals or objectives. The research was conducted in one of the companies engaged in the distribution of goods named PT. Distriversa Buanamas Makassar Branch. With the aim of research to determine the effect of leadership, employee work discipline on performance through employee motivation.

## **Theory**

### **Leadership**

Leadership comes from the word "to lead" which means to lead or show, while "leader" is a leader or person who shows the way, it can also mean to lead a job (Andrew, 2014). Henry Pratt Fairchild in Kartini Kartono (2003:39) with a broad understanding is someone who leads by initiating social behavior by regulating, directing, organizing or controlling the efforts/efforts of others, or through prestige, power or position.. Leadership Indicators Robbins and Judge (2015:473) reveal the leadership indicators as follows: integrity, is one of the most important/key attributes that a leader must have with regard to consistency in actions and vision values to be achieved for company. Competence is a skill needed by a leader who is demonstrated by his ability to consistently provide a high level of performance in a function as a leader. Consistency, meaning determination and stability in acting on policies that reflect a consistency in dealing with problems that are being experienced by the company. Loyalty , meaning the quality of being loyal with the act of giving or showing steadfast and constant support and obedience of a leader to his subordinates. Openness, meaning the openness of leaders and subordinates in receiving input, suggestions in making decisions so as to create a good cooperative relationship.

### **Work Discipline**

According to Wardana (2008: 20) work discipline is an effort to regulate time in work which is carried out regularly by developing and following existing work rules. are following. Hasibuan (2008: 444) argues that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Thus what is meant by work discipline is an attitude, behavior and action that is in accordance with the regulations, both written and unwritten and if violated there will be sanctions for the violation. According to H. Melayu Hasibuan (2008: 194) basically there are many indicators that affect the level of discipline of an employee, including: 1). goals and capabilities: the goals to be achieved must be clear and ideally defined and sufficiently challenging for the abilities of employees. 2). To the leadership: the example of the leader plays a very important role in determining employee discipline, because the leader is used as an example and role model by his subordinates. 3). Remuneration: remuneration (salary and welfare) also affects employee discipline because remuneration will give employees satisfaction and love for the company and their work. 4). Fairness: justice also encourages the realization of employee discipline. 5). Assertiveness: the firmness of the leader in taking action will affect employee discipline.

### **Motivasi**

Sedarmayanti (2010: 233) states that motivation is a willingness to spend a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs.. Meanwhile, Robbins and Judge (2015: 56) state that motivation is a process that plays a role in the intensity, direction and duration of individual efforts towards achieving goals. Indicators of Motivation There are several indicators of motivation according to Sedarmayanti (2010:233-239), which include the following: salary, effective supervision, administrative policies, harmonious working relationships, comfortable working conditions, the work itself, opportunities for advance, recognition or appreciation (recognition), success (achievement) and responsibility as a person's obligation to carry out the assigned functions as well as possible in accordance with the direction received.

### **Performance**

According to Sedarmayanti (2010: 260) performance is a translation of performance which means the work of a worker. Meanwhile, according to Mangkunegara (2010: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities

given. According to Mangkunegara (2010: 75), the performance indicators are: 1). Quality: is how well an employee does what is supposed to be done. 2). Quantity: is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3). Execution of tasks: is how far the employee is able to do his job accurately or without errors. 4). Responsibility: towards work is the awareness of employees' obligations to carry out the work given by the company.

In accordance with what was stated above, the hypothesis in this study is:

H1: There is a positive relationship between leadership and performance through employee motivation.

H2: There is a positive relationship between work discipline and customer performance through employee motivation.

### Conceptual framework

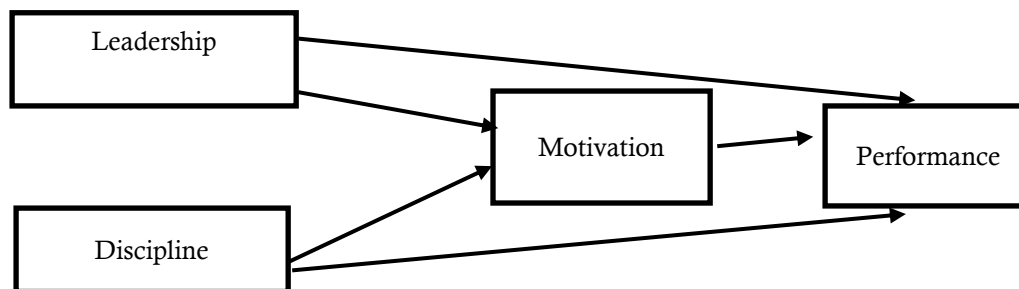


Figure 1. Conceptual Framework

### Research Methods

This research was conducted at PT Distriversa Buanamas Makassar Branch, with sampling using the saturated sample method, namely the total sample is the entire population, in this case 30 employees. The analytical method used is path analysis with the help of SPSS software. 20

Tabel 1 Variabel dan Indikator

Dimensi / Variabel	Indicator
Leadership	Nature
	Habit
	Character
	Personality
Work Discipline	Goals and Abilities
	Leader
	Rewards
	Justice
Motivation	Wages
	Work relationship
	Working Condition
Performance	Quality
	Quantity
	Responsibility

### RESULTS AND DISCUSSION

Table 2. Statistical measures for each variable

Variabel	Description	N	Mean	Standard Deviation
Leadership	Nature	30	3,97	,765

	Habit	30	4,13	,571
	Character	30	4,03	,718
	Personality	30	4,13	,730
Work Discipline	Goals and Abilities	30	3,93	,785
	Leader	30	4,00	,643
	Rewards	30	4,17	,699
	Justice	30	4,10	,759
Motivation	Wages	30	4,03	,669
	Work relationship	30	3,93	,740
	Working Condition	30	4,13	,730
Performance	Quality	30	3,57	,679
	Quantity	30	3,97	,765
	Responsibility	30	4,13	,571

Source: SPSS Data Processing, 2022

Table 3. Average distribution of respondents' opinions

Rank	Variabel	Mean	Sum
1	Leadership	16,4000	492,00
3	Work Discipline	16,2000	486,00
4	Motivation	12,2000	366,00
2	Performance	11,7000	351,00

Source: SPSS Data Processing, 2022

Based on the results of the data processing contained in table 1, it can be seen that each measurement item of all variables shows a fairly high value, which can be seen from the mean value ranging from 3.57 to 4.17. This proves that each question indicator is considered very important by employees at work. In table 3 describes the average or mean value of respondents' opinions of the four variables. The highest mean value is seen in the variable from leadership, then the work discipline variable, then the variable from motivation and finally the performance variable.

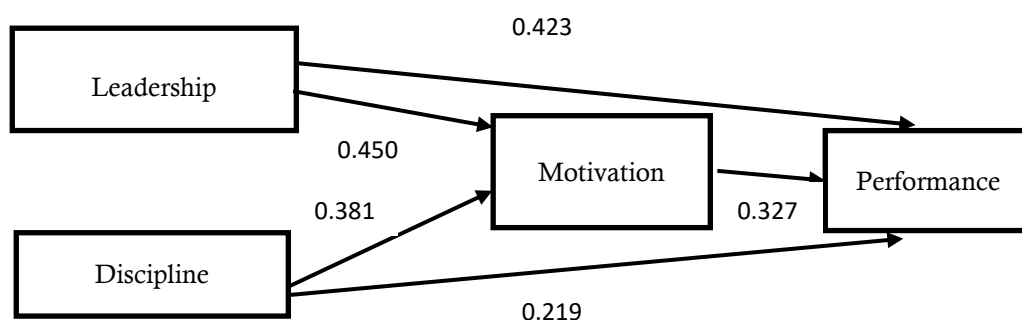


Figure 2. Path Analysis

Source: SPSS Data Processing, 2022

From Figure 2 above, it can be seen that the direct influence of the motivational leadership variable is 0.450 and the direct influence of the work discipline variable on motivation is 0.381. The direct effect of the leadership variable on performance is 0.423, while the direct influence of the work discipline variable on performance is 0.219. Furthermore, to determine the value of the indirect influence of leadership on performance through motivation of  $(0.450 \times 0.327) + 0.423 = 0.570$  and the indirect effect of work discipline on performance through motivation of  $(0.381 \times 0.327) + 0.219 = 0.343$ . From this explanation, it can be seen that the value of the indirect effect has a greater influence than the value of the direct influence.

Two hypotheses from this study can be accepted because there is a positive relationship between leadership on performance through motivation, and there is a positive relationship between work discipline on performance through employee motivation.

From the results of research and data processing, it was found that the role of motivation is very important in improving employee performance. Motivation as an intervening variable is proven to be able to provide a very high value in improving employee performance at PT Distri-versa Buanamas Makassar Branch. Of the two variables of leadership and work discipline, leadership has a greater effect than the discipline variable in improving performance which is mediated by the motivational variable. This is supported by research from Adi Nugroho (2015); Aryo Nimpuno (2015, Fenny Dwi Oktavia (2014), Nasrudin, A. (2020) who found that leadership and work discipline had an influence on employee performance, this means that if the application of leadership and work discipline can run well, the employees of PT Distri-versa Buanamas Makassar Branch will be motivated to do better.

Leadership is one of the management functions carried out to realize the organization's vision. The success of managers in influencing their members can be seen from the obedience and obedience of their followers to their sense of work responsibility. Managers who successfully carry out their leadership duties can foster a sense of morale in their members which results in increased performance. Leadership is an activity to influence the behavior of others to be directed to achieve certain goals. Leadership begins to exist when someone begins to influence the behavior of others to achieve certain goals. The abilities and skills of a leader are important factors in motivating employees to work better. In this case the influence of a leader greatly determines the direction of the goals of the organization, because to realize the goals of the organization it is necessary to apply a role in leading consistent work to the work situation at hand. In addition, a leader in carrying out his duties, must strive to create and maintain good relations with his subordinates so that they can work productively. Thus indirectly the motivation of employees is increasing. This is in line with research conducted by De Rego, et al (2017), Tueno, N. S. (2016), Masmarulan, R., et al (2021)

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is a development process for interested employees because work discipline is shown in actions, not people. Discipline is also a training process for employees so that employees can develop themselves and become more effective and efficient. In addition, work discipline is useful in educating employees to comply with and enjoy existing regulations, procedures, and policies, so that they can produce good performance. Work discipline is used primarily to motivate employees to be self-disciplined in carrying out work, both individually and in groups and work discipline is very important in the organization's efforts to achieve its goals, so various activities must be carried out to improve work discipline by providing motivation. This research is in line with the findings of Purnamasari, W.,(2019), Akbar, I. R, et al (2021), Dunie, W. (2017) research which states that work discipline has a strong influence on employee motivation in improving their performance.

## **Conclusion**

Leadership and work discipline have been proven to improve employee performance by mediating the motivation variable. Therefore the company must be able to maintain and improve better leadership in order to support more optimal company operational activities and the organization must be able to pay attention to matters relating to employee work discipline so that employees are able to complete work on time in accordance with the expectations of the organization.

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