



The Influence of Leadership, Motivation and Work Discipline on Employee Performance at PT Panjiwira Surya Mandiri Medan

Ferry¹, Livea², Hendry³

Manajemen

Fakultas Ekonomi, Universitas Prima Indonesia, Sekip, Medan, 20118, Indonesia

Email: ferry.cie98@gmail.com

ARTICLE INFO

ABSTRACT

Article history:

Received: 12/01/2020

Revised: 22/07/2020

Accepted: 01/08/2020

Keywords:

Leadership, Motivation, Work Discipline, Employee Performance

This research was conducted at PT Panjiwira Surya Mandiri Medan. The purpose of this study was to determine and analyze the influence of leadership, motivation and work discipline on employee performance at PT Panjiwira Surya Mandiri Medan. This research approach is based on a quantitative approach. The population in this study amounted to 82 employees and the number of samples in the study were 82 employees. The sampling technique used was census sampling. The test uses a linear regression analysis. The conclusion in this study is that Leadership, Motivation and Work Discipline have a positive and significant effect on Employee Performance at PT Panjiwira Surya Mandiri Medan.

Copyright © 2020 Jurnal Mantik.
All rights reserved.

1. Introduction

PT Panjiwira Surya Mandiri Medan is engaged in the distribution of chemical sales. At the company PT Panjiwira Surya Mandiri Medan has experienced a decline in employee performance which is marked by not achieving the company's targets every month.

Leadership is the ability of a person (leader or leader) to influence other people who are led or their followers), so that other people behave as the leader wants. Leadership is still ineffective, reflected in the many complaints stating that superiors who are still not able to become role models for employees who are experiencing low performance, bosses who are more often discriminating against in giving sanctions and jobs.

Motivation is very important for the company to pay attention to if it wants every employee to contribute positively to the achievement of company goals, because with motivation an employee will have high enthusiasm in carrying out his duties and responsibilities. Work motivation given to the company This 7 is still low, as evidenced by the lack of awards, both in terms of promotion or promotion, increase in compensation for employees who have excellent performance so that many employees are not enthusiastic and have initiative in carrying out their duties.

Work discipline is an important factor in regulating the behavior and ways of working of members in the organization. These rules are in the form of a set of values and norms that have been agreed upon by members of the organization to regulate how members of the organization behave in carrying out organizational activities. So that every company or organization needs a competitive advantage to achieve its goals. In this company, employees still have a low level of discipline which is evident from the number of employees who are often late in coming to the office and the number of employees who do not attend the company, which causes employee performance to be not optimal.



2. Research methodology

2.1. conceptual framework

With a conceptual framework that can be described as follows:

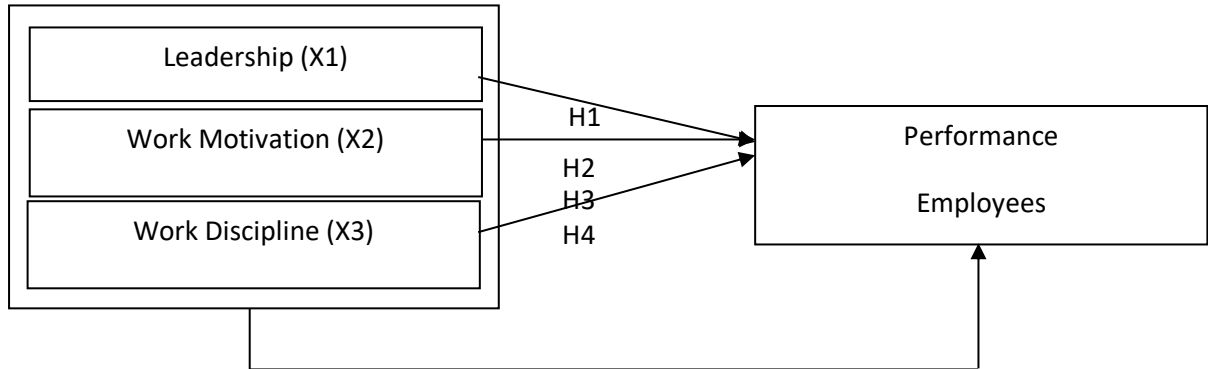


Fig 1. conceptual framework

2.2. Research Hypothesis

The hypothesis of this research is:

H1:Leadership has a partial effect on employee performance at PT Panjiwira Surya Mandiri Medan

H2:Motivation has a partial effect on employee performance at PT Panjiwira Surya Mandiri Medan

H3:Work Discipline has a partial effect on Employee Performance at PT Panjiwira Surya Mandiri Medan

H4:Leadership, Motivation and Work Discipline simultaneously influence Employee Performance at PT Panjiwira Surya Mandiri Medan

2.3. Research methods

The approach in this research is a quantitative approach. In this study, researchers used quantitative descriptive research methods. The research characteristic used is descriptive explanatory. The population in this study were 82 employees. The number of samples in this study were as many as 82 employees and 30 employees, for testing the validity and reliability of the office area. PT Panjiwira Surya Mandiri Medan . The sample technique is a census sample.

According to Arikunto (2016: 201), "data collection related to the problems researched by researchers is done by:

- The questionnaire is divided among all employees in the company.
- Interviews, conducted to employees at the company.
- Documentation studies, are books, journals, company profiles.

2.4. Identification and Operational Definition of Research Variables

Table 1.

Operational Definition and Variable Measurement

Variable	Definition	Indicator	Measurement Scal
Leadership (X1)	The process of leading a group and influencing the group to achieve its goals. Source:Robbins and Mary (2013: 146)	a) A climate of mutual trust b) Attention to work comfort for subordinates c) Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to him Source:Wibowo (2015: 24)	Likert scale
Motivation Work (X2)	Efforts to create situations that can relieve employee anxiety, in which an employee is stimulated to achieve higher goals. Source: Hamali (2016: 131)	a) Effort (Effort) b) Persistence c) Direction Source: Priansa (2016: 218-219)	Likert scale

Variable	Definition	Indicator	Measurement Scal
Discipline Work (X1)	An attitude of respect for the rules and regulations of the company, which is in an employee which causes him to voluntarily conform to the rules and regulations of the company.	a) remuneration b) Justice c) Penalty sanctions d) Firmness	Likert scale
Employee performance (Y)	Source: Sutrisno (2013: 87) A concept that is very abstract and requires certain definitions to mention its attributes in detail and completely.	Source: Hasibuan (2013: 134) a) Effective b) Efficient c) Productivity Source: Moehariono (2014: 113-114)	Likert scale
	Source: Amir (2015: 81)		

3. Results of Research Data Analysis

3.1. Research Model

The formula for the multiple linear regression equation is as follows: Employee performance = a + b1X1 + b2X2 + b3X3 e

The regression model used is as follows:

Table 1.
Results of Multiple Linear Regression Analysis
Coefficientsa

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,861	1,688		1,103	.273
	Leadership	.349	.066	.457	5,266	.000
	Motivation	.271	.084	.279	3,211	.002
	Discipline	.153	.063	.216	2,443	.017

a. Dependent Variable: Performance

Source: Research Results, 2020 (Data processed)

3.2. Employee performance = 1.861 + 0.349 X1 + 0.271 X2 + 0.153 X3

The constant of 1.861 states that if The independent variable in this research is leadership, motivation and work discipline that do not increase by one unit or constant, so the dependent variable is employee performance on 1,861 units. The regression coefficient for the independent variable of leadership is 0.349 and has a positive value, this means that if each increase in the independent variable of leadership by 1 unit will increase the dependent variable of employee performance by 0.349 units, assuming the other variables are constant. The regression coefficient for the independent variable of motivation is 0.271 and is positive, this means that if each increase in the independent variable of motivation 1 unit will increase the dependent variable of employee performance. equal to 0.271 unit assuming the other variables are constant. The regression coefficient for the independent variable of work discipline is 0.153 and is positive, this means that if each increase in the independent variable of work discipline 1 unit will increase the dependent variable of employee performance by 0.153 units assuming the other variables are constant.

3.3. Hypothesis Determination Coefficient

The following are the results of testing the coefficient of determination in this study, namely:

Table 2.
Determination Coefficient Test
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.676a	.458	.437	4,543

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

b. Dependent Variable: Performance

Source: Research Results, 2020 (Data processed)

Table 2. The results of the coefficient of determination test can be seen from the Adjusted R Square value of 0.437 or 43.7% of the variation in the dependent variable, namely employee performance which can be explained by variations in the independent variables, namely free leadership, motivation and work discipline, while the remaining 56.3 % (100% - 43.7%) is explained by other variables not examined in this study, such as job placement, promotion, work environment and so on.



3.4. Simultaneous Hypothesis Testing (Test F)

The F statistical test basically shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable.

Table 3.
Simultaneous Test (Test F)
ANOVA^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1358,000	3	452,667	21,934	.000a
	Residual	1609,719	78	20,637		
	Total	2967,720	81			

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

b. Dependent Variable: Performance

Source: Research Results, 2020 (Data processed)

Table IV.7. degrees of freedom 1 (df_1) = $k - 1 = 3 - 1 = 2$, and degrees of freedom 2 (df_2) = $nk = 82 - 4 = 78$, where n = number of samples, k = number of variables, then the value of F table at the level the confidence significance of 0.05 was 2.72. The test results obtained by the value of F count ($21.934 > F$ table (2.72) and a significance probability of $0.000 < 0.05$, meaning that H_0 is rejected and H_a is accepted, namely that simultaneously Leadership, Motivation and Work Discipline have a positive and significant effect on Employee Performance in PT Panjiwira Surya Mandiri Medan.

3.5. Partial Hypothesis Testing (t test)

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

Table 4.
Partial Test (t test)
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,861	1,688		1,103	.273
	Leadership	.349	.066	.457	5,266	.000
	Motivation	.271	.084	.279	3,211	.002
	Discipline	.153	.063	.216	2,443	.017

a. Dependent Variable: Performance

Source: Research Results, 2020 (Data processed)

The t-table value for the 0.05 probability in degrees of freedom (df) = $82 - 3 = 79$ is 1.991. Thus the results of partial hypothesis testing can be explained as follows:

- The results of the calculation of the partial hypothesis testing obtained tcount of $5.266 > t$ table of 1.991 and a significant value of $0.000 < 0.05$, means that H_0 is rejected and H_a is accepted, namely partially leadership has a positive and significant effect on employee performance PT Panjiwira Surya Mandiri Medan.
- The results of the calculation of the partial hypothesis testing obtained tcount of $3,211 > t$ table of 1.991 and a significant value of $0.002 < 0.05$, means that H_0 is rejected and H_a is accepted, that is partially motivation has a positive and significant effect on employee performance PT Panjiwira Surya Mandiri Medan.
- The results of the calculation of the partial hypothesis testing obtained tcount of $2.443 > t$ table of 1.991 and a significant value of $0.017 < 0.05$, means that H_0 is rejected and H_a is accepted, namely partially Work Discipline has a positive and significant effect on Employee Performance at PT Panjiwira Surya Mandiri Medan.

3.6. Discussion

a. The Effect of Leadership on Employee Performance on PT Panjiwira Surya Mandiri Medan

The results of the calculation of the partial hypothesis testing obtained tcount of $5.266 > t$ table of 1.991 and a significant value of $0.000 < 0.05$, means that H_0 is rejected and H_a is accepted, namely partially leadership has a positive and significant effect on employee performance PT Panjiwira Surya Mandiri Medan. According to Robbins and Coulter (2013: 157), supportive leadership results in employee performance and high levels of satisfaction when subordinates do structured work. Leadership is the ability of a person (leader or leader) to influence other people who are led or their followers), so that other people behave as the leader wants. Leadership is still ineffective, reflected in the many complaints stating that superiors who are still not able to become role models for employees who are experiencing low performance, bosses who are more often discriminating against in giving sanctions and jobs.

b. The Effect of Motivation on Employee Performance on PT Panjiwira Surya Mandiri Medan

The results of the calculation of the partial hypothesis testing obtained t_{count} of 3,211 > t_{table} of 1.991 and a significant value of 0.002 < 0.05, means that H_0 is rejected and H_a is accepted, that is partially motivation has a positive and significant effect on employee performance PT Panjiwira Surya Mandiri Medan. According to Priansa (2016: 231), several types of employees have characters who are more effectively motivated and provide better performance results with an authoritative leadership style. Motivation is very important for the company to pay attention to if it wants every employee to contribute positively to the achievement of company goals, because with motivation an employee will have high enthusiasm in carrying out his duties and responsibilities. The work motivation given to this company is still low as evidenced by the lack of awards, both in terms of promotion or promotion, increase in compensation for employees who have excellent performance so that many employees are not enthusiastic and have initiative in carrying out their duties.

c. The Effect of Work Discipline on Employee Performance at PT Panjiwira Surya Mandiri Medan

The results of the calculation of hypothesis testing partially obtained $t_{value_{count}}$ amounting to 2.443 > t_{table} of 1.991 and significant at 0.017 < 0.05, means that H_0 is rejected and H_a is accepted, namely partially Work Discipline has a positive and significant effect on Employee Performance at PT Panjiwira Surya Mandiri Medan. According to Sutrisno (2013: 177), employee performance will be realized if employees have commitment to the organization and are supported by high work discipline. Discipline problems of employees in the organization, both superiors and subordinates, will give a color to organizational performance. Work discipline is an important factor in regulating the behavior and ways of working of members in the organization. These rules are in the form of a set of values and norms that have been agreed upon by members of the organization to regulate how members of the organization behave in carrying out organizational activities. So that every company or organization needs a competitive advantage to achieve its goals. In this company, employees still have a low level of discipline which is evident from the number of employees who are often late in coming to the office and the number of employees who do not attend the company, which causes employee performance to be not optimal.

4. Conclusion

Based on the results and discussion that can be collected that is :

- The results of the calculation of the partial hypothesis testing obtained t_{count} of 5.266 > t_{table} of 1.991 and a significant value of 0.000 < 0.05, means that partially leadership has a positive and significant effect on employee performance PT Panjiwira Surya Mandiri Medan..
- The results of the calculation of the partial hypothesis testing obtained t_{count} of 3,211 > t_{table} of 1.991 and a significant value of 0.002 < 0.05, means that partially motivation has a positive and significant effect on employee performance at PT Panjiwira Surya Mandiri Medan..
- The results of the calculation of the partial hypothesis testing obtained t_{count} of 2.443 > t_{table} of 1.991 and a significant value of 0.017 < 0.05, means that partially Work Discipline has a positive and significant effect on Employee Performance at PT Panjiwira Surya Mandiri Medan..
- The results of the calculation of hypothesis testing are simultaneously obtained the value of F_{count} (21.934) > F_{table} (2.72) and the probability of significance of 0.000 < 0.05, means that H_0 is rejected and H_a is accepted, namely that simultaneously Leadership, Motivation and Work Discipline have a positive and significant effect on Employee Performance in PT Panjiwira Surya Mandiri Medan.

5. Reference

- [1] Amir. 2015. Human Resource Management. Bandung: Alfabeta.
- [2] Arikunto, Suharsimi. 2016. Research Procedure An Approach. Jakarta : Rineka Cipta.
- [3] Hamali, Yusuf Ari. 2016. Understanding Human Resource Management. Yogyakarta: CAPS (Center of Academic Publishing Service).
- [4] Hasibuan, S, P, Malayu. 2013. Human Resource Management. Jakarta: Earth Literacy.
- [5] Moeheriono. 2014. Competency Based Performance Measurement. Revised Edition. Jakarta: PT. RajaGrafindo Persada.
- [6] Priansa, June Donni. 2016. Planning and Human Resource Development. Bandung: Alfabeta.
- [7] Robbins, Stephen P. and Coulter, Mary. 2013. Tenth Edition Management. Jakarta: publisher Erlangga
- [8] Sutrisno, Edy. 2013. Human Resource Development Management. Jakarta: Rajawali Pers.
- [9] Wibowo. 2015. Performance Management. Jakarta: PT RajaGrafindo Persada



