

THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE (Study at PT. Mitsui Leasing Capital Indonesia Abdul Muis – Jakarta)

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ABSTRACT

The development of today's business world very rapidly, the competition is getting tougher and increase, especially in the same business, if the company wants to survive and achieve their vision and mission, the quality of performance of human resources is one of the keys to its success. This quantitative research was conducted to determine the influence of leadership style (X1), motivation (X2), work discipline (X3) on performance (Y) in PT. Mitsui Leasing Capital Abdul Muis Jakarta both in partial and simultaneous. The method used is associative research as well as using questionnaire instruments that each variable has 12 statement by the number of population as well as a sample of 100 respondents or use the saturated sample. Data analysis used linear regression with the help of software SPSS 22. The result of data processing shows: 1) Leadership Style (X1), has positive and significant effect on Performance (Y) in PT. Mitsui Leasing Capital Indonesia Abdul Muis Jakarta as evidenced by the results of the simple regression equation is $Y = 13,100 + 0,823X_1$ 2) Motivation (X2), has positive and significant effect on Performance (Y) in PT. Mitsui Leasing Capital Indonesia Abdul Muis Jakarta as evidenced by the results of the simple regression equation is $Y = 8,866 + 0,887X_2$ 3) Work Discipline (X3), has positive and significant effect on Performance (Y) in PT. Mitsui Leasing Capital Indonesia Abdul Muis Jakarta as evidenced by the results of the simple regression equation is $Y = 27,003 + 0,768X_3$. From the results of data processing, the company should further improve the work discipline and the integrity of its employees.

Keywords: Leadership Style, Motivation, Work Discipline and Performance

1. INTRODUCTION

PT. Mitsui Leasing Capital Indonesia (Mitsui leasing) was established as a company whose ownership is majority owned by JA Mitsui Leasing, Ltd. Japan. Recently, the business field of Mitsui Leasing is focused on the financing activities of motor vehicle through Investment Financing, Working Capital Financing, Multi Financing, and/or other financing business activities based on OJK approval, as well as the activities of the operating lease (operating lease) and/or fee-based activities as long as they do not

contradict with the laws and regulations in the financial services sector. According to Rivai (2014:42), Leadership Style is a set of characteristics that used the leader to influence the subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.

The results of the observation indicated that when employees were in trouble, the company leaders rarely take the time to listen to the grievances of his subordinates. The leader treats his

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subordinates with the same way but less in regulating a set pattern it works and is not maximized. From the results of the preliminary study that has been done obtained the information that the low level of initiative and creativity of employees indicates that employee motivation is still low.

From the results of prariset the author, here is an inequality that occurs

where at the time the company is encouraging program of performance that is very resourceful but precisely the company’s work discipline shows a poor trend. It can be seen from the presence data of employees of PT. Mitsui Leasing Capital Indonesia Abdul Muis Jakarta from January until December 2018 the following companies:

Table 1: Total Attendance of Employee

Month	Number of Employees	Unwell	Annual Leave	Late Without Description	Late With Description
January	102	10	5	16	20
February	102	8	7	10	15
March	104	7	5	6	10
April	103	5	9	15	18
May	103	11	15	15	11
June	103	6	15	12	16
July	102	14	18	17	12
August	101	6	13	15	17
September	101	15	6	14	19
October	100	9	4	9	23
November	100	12	11	11	25
December	100	9	13	14	22
Amount		112	121	154	208

Source : HRD PT. Mitsui Leasing Capital Indonesia Abdul Muis – Jakarta, 2018

Based on data from table 1.1 above, shows that the percentage of employee attendance in January 2018 to December 2018 overall in poor conditions, where from all employees either late, permit, without permission, nor go home earlier indicates an increasing trend. This indicates that there are still many employees who are less diciplined. Based on the explanation above, the title of the research that the author wants to convey deeper is: “**The Influence of Leadership Style, Motivation, and Work Dicipline on Employee Performance (Study at PT. Mitsui Leasing Capital Indonesia Abdul Muis – Jakarta)**”.

2. LITERATURE REVIEW

Leadership Style

The style mens attitude, movement, behavior, exquisite attitudes, good gestures, strength, ability to do good. While the style of leadership according to Rivai (2014:42) is a set of characteristics that used by leader to influence the subordinates so that organizational goals are achieved or it can also be said that the leadership style is a pattern of behavior and strategy, which is the preferred and often applied by a leader.

Motivation

According to Irham Fahmi (2016:190), motivation is a behavioral activity that works in order to fulfill the

needs of the desired. ”Theory of motivation according to Maslow is based on the theory of necessity that can be defined as a gap or conflict that is experienced between the reality with the encouragement that is inside. If the needs of the employee are not fulfilled then the employee will show the behaviour of disappointed, otherwise when the needs are fulfilled then the employee will show an excited behaviour as a manifestation of a sense of satisfaction”.

Work Dicipline

According to the Setiyawan (2012:189) the work discipline is “a form of obedience to rules, either written or unwritten that has been established. The meaning of consciousness is the attitude of a person who voluntarily obeyed all the rules and be conscious of their duties and responsibilities.”High discipline will spur and encourage the spirit of work to perform well in accordance with the desired organization.

Performance

According to Mangkunegara (2013:67), “performance comes from the

words of Job Performance or Actual Performance (work performance or accomplishment is achieved by a person)”. In the same occasion, Barnawi and Arifin (2012:12), “the performance is the result of work achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in achieving an effort to achieve the goals of the organization concerned legally, do not violate the law, and in accordance with the moral and ethics”.

3. RESEARCH MODEL

Sugiyono (2009:388), stated that the thinking framework is a conceptual model of how the theory relates to a new factor that has been identified as an important problem. The framework below gives an overview about the influence of leadership style, motivation, and work discipline on employee performance. Schematically, the thinking frameworks used in this study are as follows:

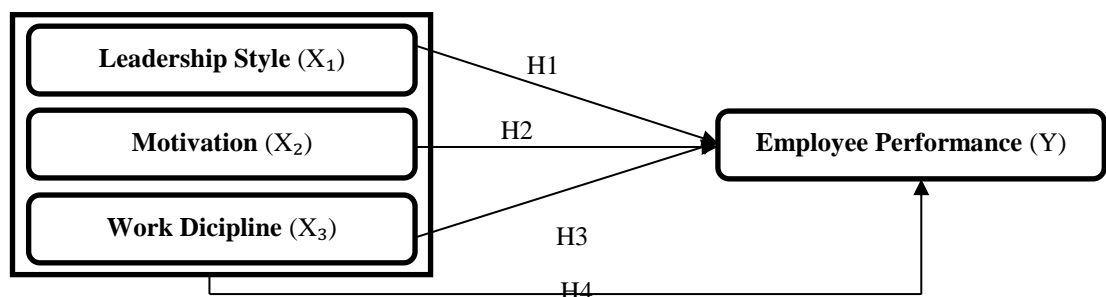


Figure 1: The Research Model

4. RESULT AND DISCUSSION

Descriptive Analysis Result

1) Leadership Style Variable (X1)

Based on the response of the employee answers from 12 questions that gave the answer “Strongly Agree” as much as 221 or 18,42%, answered “Agree” as much as the 870 or 72.50%,

followed by the answer “Undecided” as much as 102 or 8,50%, while the one who answer “Do Not Agree” as much as 7 or 0.58% and the “Strongly Disagree” as 0 or 0.00%.

2) Motivation Variable (X2)

Motivational presentation of PT. Mitsui Leasing Capital Abdul Muis –

Jakarta received a pretty good response, it can be seen from the answers that have been answered 8 statement about the Motivation variable, where the answer “Strongly Agree” as much as 122 or 15.25%, then the answer “Agree” as much as 510 or 63,75%, followed by stating “Quite Agreed” as many as 133 or 16,63%, while the answer “Do Not Agree” as many as 35 or 4,38%, and “Strongly Disagree” as 0 or 0.00%.

3) Work Dicipline Variable (X3)

The discipline presentation of PT. Mitsui Leasing Capital Abdul Muis – Jakarta received a good response, it can be seen from the answers of the employees who have answered 10 statements about the discipline variables, where the answer “Strongly Agree” as much as 155 or 15,50%, then the answer “Agree” as much as 647 or 64,70%, followed by stating “Quite Agree” as much as 158 or 15,80%, while the answer “Do Not Agree” as much as 40 or 4.00%, and “Strongly Disagree” as 0 or 0.00%.

4) Performance Variable (Y)

The performance presentation of PT. Mitsui Leasing Capital Abdul Muis – Jakarta received a good response from respondents, it can be seen from the answers that have been answered 12 statements about the performance variables, where the answer “Strongly Agree” as much as 220 or 18,33%, then

the answer “Agree” as much as 851 or 70,91%, followed by stating “Quite Agree” as much as 121 or 10.08%, while the answer “Do Not Agree” as much as 8 or 0,66% and “Strongly Disagree” as 0 or 0.00%.

The Result of Quality Test Data

1) Validity Test Results

The validity of the instruments in this study is determined by correlating between the scores obtained by each statement with a total score. Assessment of test validity are:

- a) IF $r_{count} > r_{table}$ 0,197 (significant levels 5%) it is said valid.
- b) IF $r_{count} < r_{table}$ 0,197 (significant levels 5%) it is said invalid.

The r-table score obtained with provisions:

Sample	= 100
DK (Degrees of Freedom)	= $n - 2$
Level of Trust	= 95%
Error Rate	= 5%
$T_{table} (\alpha, n-2)$	= 5%,
98 (distribution table R)	
T tabel (5%, 98)	= 0,197

2) Reliability Test Data Results

The following table the results of the reliability of the instrument, as follows:

Table 2: Reability Test Data Results

No	Variable	Cronbach Alpha	Conclusion
1	Leadership Style (X1)	0,633	Reliable
2	Motivation (X2)	0,614	Reliable
3	Work Dicipline (X3)	0,657	Reliable
4	Performance (Y)	0,628	Reliable

Source: Data processed SPSS 22 (2019)

Hypothesis Test

1) First Hypothesis Testing Results (X1 to Y)

a. t-Test

In this study used the criteria of significance of 5% (0,05) by comparing the t-count with t-table is as follows:

IF $t_{count} < t_{table}$: means Ho is accepted

and H_1 is rejected ($\alpha = 5\%$)

IF $t_{count} > t_{table}$: means Ho is rejected and H_1 is accepted ($\alpha = 5\%$)

The magnitufde of t_{table} searched by using the formula:

Df = (n-2), the obtained (100-2) = 98, so the $t_{table} = 0,197$

Table 3: First Hypothesis Partial t-Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.060	3.627		3.876	.000
Leadership Style	.873	.048	.833	18.317	.000

a. Dependent Variable: performance

Source: The primary data processed with SPSS version 22, in 2019

b. Simple Linear Regression

The Leadership style at PT. Mitsui Leasing Capital Abdul Muis - Jakarta

affects the performance of its employees, this is expressed by the results of the test of the first hypothesis, in the table below:

Table 4: Results of Linear Regression Analysis First Hypothesis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.060	3.627		3.876	.000
Leadership Style	.873	.048	.833	18.317	.000

a. Dependent Variable: Performance

Source: The primary data processed with SPSS version 22, in 2019

$Y = 14.060 + 0.873 X_1$ is the equation of the linear regression in accordance with table 4 above.

c. The Coefficient of Determination (R-Square)

Table 5: The Coefficient of Determination of First Hypothesis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.694	.692	2.23556

a. Predictors: (Constant), Leadership Style

Source: The primary data processed with SPSS version 22, in 2019

Obtained the value of R-Square (coefficient of determination) of 0,694 it can be concluded that the magnitude of the influence of the leadership style variable (X1) on employee performance variables (Y) of 69,4% while the

remaining 30.6% influenced by other.

2) Second Hypothesis Testing Results (X2 to Y)

a. t-Test

Table 6: Second Hypothesis Partial t-Test Result

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.210	3.244		1.298	.196
Motivation	.892	.038	.888	23.516	.000

a. Dependent Variable: performance

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b. Simple Linear Regression

The motivation at PT. Mitsui Leasing Capital Abdul Muis - Jakarta affect the performance of the employees,

this is expressed by the results of the test of the second hypothesis, in the table below:

Table 7: Results of Linear Regression Analysis Second Hypothesis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.210	3.244		1.298	.196
Motivation	.892	.038	.888	23.516	.000

a. Dependent Variable: performance

Source: The primary data processed with SPSS version 22, in 2019

$Y = 4.210 + 0.892 X_2$ is the equation of the linear regression in accordance with table 7 above.

c. Coefficient of Determination (R-Square)

Table 8: The Second Coefficient of Determination Hypothesis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.789	.787	1.85671

a. Predictors: (Constant), motivation

Source: The primary data processed with SPSS version 22, in 2019

Based on the above table, the obtained value of R-Square (coefficient of determination) of 0,789 it can be concluded that the magnitude of the

impact of the motivation variables (X₂) on employee performance variables (Y) of 78.9%, while the remaining 21.1% influenced by other factors.

3) Third hypothesis testing results (X₃ to Y)

a. t-test

Table 9: Third hypothesis t-test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.646	3.929		5.509	.000
Work discipline	.694	.046	.776	14.979	.000

a. Dependent Variable: performance

Source: The primary data processed with SPSS version 22, in 2019

b. Simple Linear Regression

Working discipline at PT. Mitsui Leasing Capital Abdul Muis - Jakarta affects the performance of its employees;

this is expressed by the results of the third hypothesis test, in the table below:

Table 10: The results of linear regression analysis third hypothesis

Model	Unstandardized Coefficients ^a		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.646	3.929		5.509	.000
Work discipline	.694	.046	.776	14.979	.000

a. Dependent Variable: performance

Source: The primary data processed with SPSS version 22, in 2019

$Y = 21.646 + 0.694 X_3$ is the equation of the linear regression in accordance with table 10 above.

c. Coefficient of Determination (R-Square)

Table 11: The Third Coefficient of Determination Hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.603	.600	2.54745

a. Predictors: (Constant), work discipline

Source: The primary data processed with SPSS version 22, in 2019

Based on the table above, the obtained value of R-Square (coefficient of determination) of 0,603, it can be concluded that the magnitude of the influence of work discipline variables (X3) on employee performance variables (Y) of 60.3%, while the remaining

39,70% influenced by other factors.

4) Fourth hypothesis testing results (X₁, X₂, X₃ ke Y)

a. Double regression results of the fourth hypothesis

Leadership Style, Motivation, and Work Discipline influence on Employee Performance at PT. Mitsui Leasing Capital Abdul Muis - Jakarta

simultaneously, it can be expressed by the multiple regression test of the fourth hypothesis as follows:

Table 12: Processing the results of multiple regression variable (X₁, X₂ dan X₃)

Model	Unstandardized Coefficients ^a		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.057	3.147		.654	.514
Leadership Style	.048	.097	.045	.491	.624
Motivation	.680	.095	.677	7.129	.000
Work Dicipline	.197	.052	.220	3.814	.000

a. Dependent Variable: performance

Source: The primary data processed with SPSS version 22, in 2019

$Y = 2.057 + 0,048X_1 + 0,680X_2 + 0,197X_3$ is the equation of the linear regression in accordance with table 13 above.

b. The Coefficient of Determination (R-Square)

The independent variable of Leadership Style, Motivation and Work

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Discipline on the performance can be measured in large effect by using a

coefficient in large effect (R²).

Table 13: The Fourth of Coefficient Determination Hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 ^a	.810	.806	1.77390

a. Predictors: (Constant), work discipline, leadership style, motivation

Source: The primary data processed with SPSS version 22, in 2019

Based on the table above, the obtained value of R-Square (coefficient of determination) is 0,810, it can be concluded that the variables of leadership style, motivation and labor discipline influence on employee

performance variables amounted to 81% while the remaining 19% influenced by other factors.

c. Test Fourth Hypothesis in Simultaneous Testing

Table 14: The result of the fourth F-test hypothesis simultaneous

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1957.120	3	652.373	207.319	.000 ^b
1 Residual	459.420	146	3.147		
Amount	2416.540	149			

a. Dependent Variable: performance

b. Predictors: (Constant), work discipline, leadership style, motivation

Source: The primary data processed with SPSS version 22, in 2019

Based on the table above was obtained the value of F-count = 207.319 > 2.70, or (F-count > F-table), it is also reinforced with significance 0,000 < 0,05. Thus, Ho rejected and Ha accepted.

rejected and H₁ accepted. This indicates that there is a positive and significant effect partially between motivation on employee performance at PT. Mitsui Leasing Capital Abdul Muis Jakarta.

3. The influence of Work Discipline (X₃) on Performance (Y) partially

From the testing of hypotheses obtained t-hitung > t-table or (14.979 > 0,197) it was also evidenced by the significance 0,000 < 0,05. Thus, Ho rejected and H₁ accepted, this indicates that there is a positive and significant effect partially between work disciplines to employee performance at PT. Mitsui Leasing Capital Abdul Muis Jakarta.

4. The influence of Leadership Style (X₁), Motivation (X₂) and Work Discipline (X₃) on Performance (Y) simultaneously

Based on the results of regression calculation in the table above, it can be obtained equation of regression $Y = 2.057 + 0,048X_1 + 0,680X_2 + 0,197X_3$,

Discussion

1. The influence of Leadership Style (X₁) on Performance (Y) partially

From the testing of hypotheses obtained t-hitung > t-table or (18.317 > 0,197) it was also evidenced with significance 0,000 < 0,05. Thus, Ho rejected and H₁ accepted, this indicates that there is a positive and significant effect partially between leadership style on employee performance at PT. Mitsui Leasing Capital Abdul Muis Jakarta

2. The influence of Motivation (X₂) on Performance (Y) partially

From the testing of hypotheses obtained t-hitung > t-table or (23.516 > 0,197) it was also evidenced with significance 0,000 < 0,05. Thus, Ho

the results of this regression shows the coefficient of the variable leadership style of 0.048, the variable motivation by 0,680 and work discipline variables of 0,197. From the hypothesis testing obtained using statistic test, obtained F-count = 207.319 > 2.70, or (F-count > F-table) so, Ho rejected and Hi accepted. This means that there is positive influence and significant simultaneously between leadership style, motivation and work discipline to employee performance at PT. Mitsui Leasing Capital Abdul Muis - Jakarta.

5. CONCLUSION

Based on the results of the discussion the author concludes the results of the research are as follows:

1. Leadership Style (X_1) has a positive and significant effect on Employee Performance (Y) partially in PT. Mitsui Leasing Capital Abdul Muis – Jakarta
2. Motivation (X_2) has a positive and significant affect on Employee Performance (Y) partially in PT. Mitsui Leasing Capital Abdul Muis – Jakarta
3. Work Dicipline (X_3) has a positive and significant effect on Employee Performance (Y) partially in PT. Mitsui Leasing Capital Abdul Muis – Jakarta
4. Leadership Style (X_1), Motivation (X_2) dan Work Dicipline (X_3) have a positive and significant affect on Employee Performance (Y) partially in PT. Mitsui Leasing Capital Abdul Muis – Jakarta simultaneously.
5. Other variables that have not been studied in this research must be considered by the PT. Mitsui Leasing Capital Abdul Muis - Jakarta, because there are still many other variables that can affect the performance of the employees so that company vision and mission can be achieved.

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