THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT BANK SULUT KCP LIKUPANG

PENGARUH GAYA KEPEMIMPINAN, MOTIVASI, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN DI BANK SULUT KCP LIKUPANG

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ABSTRAK

HRM adalah organisasi di kompas, itu melibatkan semua personil manajerial, itu menganggap orang sebagai aset paling penting dari organisasi dan berusaha untuk meningkatkan kinerja perusahaan, kebutuhan karyawan dan kesejahteraan sosial Tujuan utama dari penelitian ini adalah untuk mengetahui pengaruh pengaruh gaya kepemimpinan, motivasi dan disiplin kerja terhadap kinerja karyawan di Bank Sulutgo KCP Likupang. 30 pelanggan dari PT.Bank Sulutgo KCP Likupang disurvei sebagai responden. Hasil penelitian menunjukkan gaya kepemimpinan dan motivasi memiliki pengaruh yang signifikan terhadap kinerja karyawan dan disiplin kerja tidak memiliki pengaruh yang signifikan terhadap kinerja karyawan. Rekomendasi untuk penelitian ini adalah tetap dengan sikap mereka terhadap disiplin kerja terhadap kinerja karyawan dan memberikan kinerja keterampilan tambahan kepada pelanggan untuk mencapai tujuan.

Keywords: Gaya Kepemimpinan, Motivasi, Disiplin Kerja

ABSTRACT

HRM is organizational in its compass, it involves all managerial personnel, it regards people as the most important single asset of the organization and it seeks to enhance company performance, employee needs and societal well-being. The study aims to understand the influence of the influence of leadership style, motivation and work discipline on employee performance at PT. Bank Sulutgo KCP Likupang. 30 customers of PT. Bank Sulutgo KCP Likupang were surveyed as respondents. The result indicated the leadership style and motivation have a significant influence on employee performance and work discipline does not have a significant influence on employee performance. The recommendation for this study are keep it up with their attitude towards work discipline on employee performance and give their extra skill performance to customer to achieve the goals.

Keywords: Leadership Style, Motivation, Work Discipline

1. INTRODUCTION

Research Background

At various fields, especially organizational life, the human factor is a major problem in every activity that is therein. The organization is a social unity consciously coordinated with a reactive limitation can be identified, work continuously to achieve the goals. The Company requires the presence of the human factor potential both leaders and employees on the pattern and supervisory tasks which are decisive achievement of company objectives

Human resources is a central figure in the organization or company. Order management activities goes well, the company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company as optimal as possible so that the performance of employees increases. Improved performance of employees will bring progress for the company to be able to survive in a competitive business environment that is not stable. Therefore, efforts to improve the performance of employees is the most serious management challenges because of the success to achieve the goals and the survival of the company depends on the quality of performance of human resources in it.

PT Bank Sulutgo is a company engaged in the field of finance. The company formerly known as PT. North Sulawesi Regional Development Bank was founded with the name of the Regional Development Bank of North Sulawesi Central that was built in 1961. And the company became a Limited Liability Company Regional Development Bank of North Sulawesi in 1999. This study focuses on the employees of PT Bank Sulutgo Likupang branch located in Likupang - North Minahasa, because here is one of the managerial activities performed.

Based on the introduction survey, researchers found less obey rules, provisions incriminating company employees, in addition to the style of leadership and motivation is high enough. Then the thought of how the overall factors that affect the performance of each employee sustained. Based on the description above, it is necessary to study with the title: "The Influence of Leadership Style, Work Motivation and Discipline of the Employee Performance PT Bank Sulutgo Branch Likupang"

Research Objectives

1. To determine the influence of leadership style, motivation, and work discipline on employee performance at Bank Sulutgo KCP Likupang simultaneously.
2. To determine the influence of leadership style on employee performance at Bank Sulutgo KCP Likupang partially.
3. To determine the influence of motivation on employee performance at Bank Sulutgo KCP Likupang partially.
4. To determine the influence of work discipline on employee performance at Bank Sulutgo KCP Likupang partially.

Theoritical Framework

Human Resources Management

HRM involves "all management decisions and actions that affect the nature of the relationship between the organization and employees–its human resources" and it encompasses the "development of all aspects of an organizational context" so that they will encourage and even direct managerial behavior with regard to people. HRM is organizational in its compass, it

involves all managerial personnel, it regards people as the most important single asset of the organization and it seeks to enhance company performance, employee needs and societal well-being.

Leadership Style

Yukl (1994) defined leadership as the process of influence on the subordinate, in which the subordinate is inspired to achieve the target, the group maintains cooperation, and the established mission is accomplished, with support from external groups obtained. Leadership as a process where by an individual influences a group of people to achieve a common goal. Leadership is the backbone of development organizations because without good leadership will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. The style of leadership is how a leader carry out the functions of leadership and how he was seen by those who are trying to lead or those who may be watching from the outside.

Motivation

Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo and Mahadeo, 2013). Motivation is granting the driving force that creates work excitement on an individual, so that he is willing to work together effectively and integrated with all its resources to achieve satisfaction. With the motivation, each individual of employee is expected to work hard and enthusiastically to achieve high productivity.
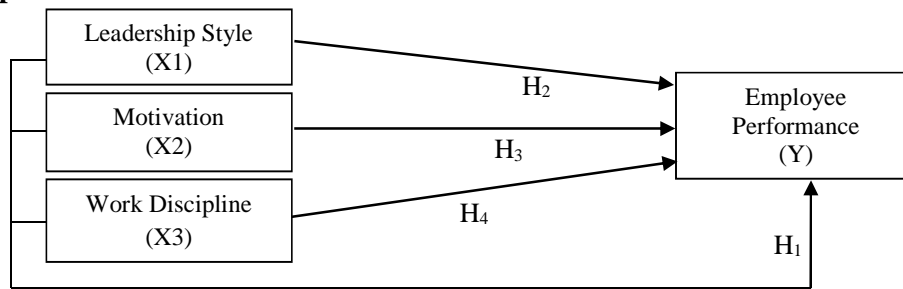
Work Discipline

Discipline is an attitude behavior, and act in accordance with the company rules, either written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force. Employee discipline can be seen from the responsibility, attitude, behavior and action of an employee in compliance with all forms of regulation as long as they work at the agency. Good leadership will lead to employee motivation, so with high motivation the employees will have high discipline and ultimately affect the performance of employees. Work discipline owned by employees can affect the performance.

Employee Performance

Performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization's performance is a very important thing used to evaluate whether the performance by the organization so far has been in line with the objectives expected or not. But in reality many organizations it is less or even not rarely anyone has information about the performance in its organization. Employees require the proper working conditions to perform better. A proper working condition will encourage employees to put up the right attitudes or behavior to Reviews their job. Employee commitment which consists of organizational and job commitment is positively related to job satisfaction, supervisory support and organizational career support.

Conceptual Framework

Figure 1. Conceptual Framework
Source: Data Processed, 2015

Research Hypothesis

H_1 : There are significant influence of leadership style, motivation, and work discipline on employee performance simultaneously.
H_2 : There is a significant influence of leadership style on employee performance partially.
H_3 : There is a significant influence of motivation on employee performance partially.
H_4 : There is a significant influence of work discipline on employee performance partially.

2.   RESEARCH METHOD

Type of Research

This research type is causal research. This research uses the quantitative method. Quantitative research seeks to quantify the data. It seeks conclusive evidence based on large, representative samples and typically involving some form of statistical analysis (Maholtra, 2009)

Place and Time for Research

This research is conducted in Likupang, North Minahasa. The time of research being conducted is from June-August 2015.

Population and Sample

The population in this research is the Frontliner employees at PT Bank Sulut KCP Likupang. 30 employee of PT Bank Sulutgo KCP Likupang were surveyed as samples.

Data Collection Method

There are two types of data that are used to make an appropriate result, which are:
1. Primary data defined as information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires.
2. Secondary data is collected for some purpose other than the problem at hand taken from books, journals, articles, and relevant literature from library and internet.

Operational Definition of Research Variable

1. Leadership Style (X_1) Leadership style is a way of harnessing the power available leader to lead their employees.
2. Motivation is a factor that affects employee morale and enthusiasm to participate actively in the work process.
3. Discipline is an ideal state in supporting the implementation of the tasks in accordance rules in order to support the optimization work.

Data Analysis Method

Validity and Reliability Test

Validity is related to measurement with the right concept (Sekaran and Bougie, 2009). To analyze the validity of questionnaire, Pearson Correlation is used. Reliability test is established by testing for both consistency and stability of the answer of questions Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006).

Multiple Regression Analysis Model

Multiple Regression is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval-scaled dependent variable The formula of multiple regression models in this research is shown s follows:
The formula of multiple regression models in this research is shown s follows:

$$Y = \ + b1X1 + b2X2 + b3X3 + b4X4 + e$$

Notes:
   Y   : Employee Performance;   X1   : Leadership Style
   X2 : Motivation;   X3   : Work Discipline
       : Intercept;   b1, b2, b3, b4 : The regression coefficient of each variable
   e   : error

3.   RESULT AND DISCUSSION

Reliability and Validity

Validity Test

The correlation value should be above 0,3. If the correlation is below 0,3 it means the data is not valid. The relationship among variable independents (Attitude, Skill, Appearance) with variable dependent (Employee performance) are greater than the minimum level of 0,3 and below the significance level of 5% (0.05). Therefore the data is considered as valid.The correlation between Attitude (0.571), Skill (0.736), and Appearance (0.632) with Employee Performance shows positive relationship.

Reliability Test

Less than 0.6 then it is unreliable. The interpretation of Alpha Cronbach (2003;311) is: 1. < 0.6 indicates unsatisfactory internal consistency that the data is unreliable. 2. 0.7 indicates that the

data is acceptable. 3. 0.8 indicates good internal consistency or consider that the data resulted is reliable.

Table 1. Reliability

Reliability Statistics

No	Variables	Cronbach's Alpha
1	Leadership Style (X_1)	.884
2	Motivation (X_2)	.846
3	Work Discipline (X_3)	.805
4	Employee Performance (Y)	.928

Source : Data Processed, 2015

Therefore the measurement in this research has a good internal consistent reliability that means the result of the measurements in this research is trustworthy.

Table 2. Multiple Linier Regression Analysis

Multiple Linear Regression Analysis Output

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constants)	.420	1.030	
	Leadership Style	.444	.158	.449
	Motivation	.386	.181	.377
	Work Discipline	.035	.159	.034

Source : Data Processed, 2015

From the result of the table above, the model is defined as:

$$Y = 0.420 + 0.444X1 + 0.386X2 + 0.035X3 + e$$

1. Based on the table above, it shown that the value of constant in B table has value of 0.420 which is means, all of the independent variable are Leadership style (X_1), Motivation (X_2) and Work Discipline (X_3) accepted, which is means every 1 scale added to all independent variables has influences on the increasing value of Employee Performance of 0.420.
2. Leadership Style (X_1) shows the coefficient value of 0.444, it is mean every 1 scale added on Leadership style will increase 0.444 the value of Employee performance.
3. Motivation (X_2) has shown the result of coefficient value is 0.386 means, by increase one scale or one unit of Motivation, it will improve or increase the value of Employee Performance (Y) at 0.386.
4. Work discipline value in coefficient table was 0.35, it means if Work Discipline value increase by one scale or one unit will influence on the increasing value of Employee Performance at 0.35.

Testing the Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R 2)

Table 2. Result of R and R2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628[a]	.395	.325	.43281

a. Predictors: (Constant),Leadership Style,Motivation, Work Discipline,
b. Dependent Variable: Employee Performance

Source : Data Processed, 2015

Based on the analysis of correlation (R) the value is equal to 0.628 indicating the Correlation of Leadership Style (X_1), Motivation (X_2) and Work Discipline (X_3) on Employee Performance (Y) has strong relationship.

Multicolinearity

Table 3. Multicollinearity Test Table

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constants)		
	Leadership Style	.917	1.090
	Motivation	.934	1.071
	Work Discipline	.977	1.023

Source : Data Processed, 2015

Based on the coefficient table above shown that the tolerance and VIF (Variance Information Factor), where the tolerance value of Leadership Style (X_1) is 0.917, Motivation (X_2) is 0.934 and Work Discipline (X_3) is 0.977 it shows all the independent variable value is more than 0.2. Meanwhile, VIF of the three variables that are Leadership Style (X_1) is 1.090, Motivation (X_2) is 1.071 and Work Discipline($X3$) is 1.023. Following the value resulted on the Tolerance and VIF table it can be seen that all of the independent variable has value of Tolerance more than 0.2 and VIF value less than 20, which can explains this research model is free from multicolinearity.
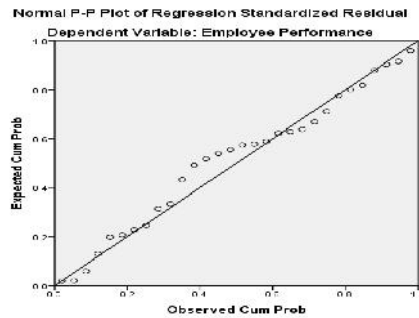
Heterocredasticity
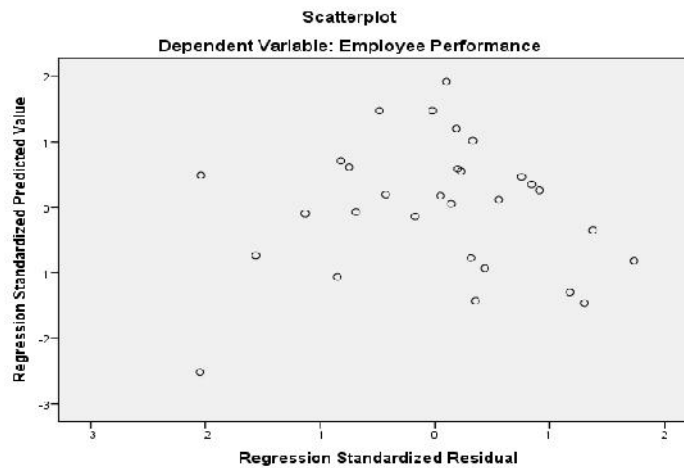
Graph 1. Heteroscedasticity Test Output
Source: Data Processed, 2015

Graph 1 shows that the dots are spreading above and below zero point. This proved that there is no heteroscedasticity in this regression

Normality

Graph 2. Normality Test Output
Source: Data processed, 2015

Following the figure above it can be seen on the P-P plot of regression standardized residual dots have spread around the diagonal line, and the spread has follow the direction of diagonal line. It can be say that distribution of the data is normal and the regression model can be used to predict the repurchase intention used three independent variables.

Multiple Regression Analysis

Table 4. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.420	1.030		.408	.687
	Leadership Style	.444	.158	.449	2.818	.009
	Motivation	.386	.181	.337	2.133	.043
	Work Discipline	.035	.159	.034	.223	.825

Source: Data Processed, 2015

The formula of multiple regression model in this research is shown as follows:

$$Y= 0.420 + 0.444X1 + 0.386X2 + 0.035X3$$

The interpretation of the equation is Constant 0.420 shows the influence of Leadership Style (X1) Motivation (X2) and Work Discipline (X3) on Employee Performance (Y).

1. Constant 0.420 shows the influence of Leadership Style (X1) Motivation (X2) and Work Discipline (X3) on Employee Performance (Y). It means that, in a condition where all independent variables are constant (zero), Employee Performance (Y) as dependent variable is predict to be 0.420.
2. 0.444 is the influence of Leadership Style (X1) meaning if there is one unit increasing in X1, while other variables are constant then Y is predicted to increase by 0.444.
3. 0.386 is the influence of Motivation (X2) means that if there is one unit increasing in X2, while other variable are constant then Y is predicted to increase by 0.386.
4. 0.035 is theinfluence of Motivation (X2) means that if there is one unit increasing in X2, while other variable are constant then Y is predicted to increase by 0.035.

F$_{Test}$

Table 5. F$_{Test}$ Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.177	3	1.059	5.654	.004[b]
	Residual	4.871	26	.187		
	Total	8.048	29			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Motivation, Leadership Style						

Source : Data Processed, 2015

Table 5. show the value is using the level of significant of 0.05 (= 0.05) and degree of freedom (df) of 3;26, the Ft$_{able}$ from F distribution table is $F_{3;26;0.05}$ = **2.975**, while F$_{count}$ from Table 4.6 is 5.654. The result is F$_{count}$ > F$_{table}$ = 5.654 > 2.975. Since the F$_{count}$ is greater than F$_{table}$. H$_0$ is rejected and H$_1$ is accepted. So, it obviously shows that there is linear relationship in this multiple regression model. Based from the F-test result, is obtained that F$_{count}$ > F$_{table}$ = 5.654 > 2.975. it is absolutely describe that independent variable simultaneously influences the depent variable. Therefore, hypothesis 1 is accepted.

T$_{Test}$

Table 6. T$_{Test}$ Result

Variable		T$_{count}$	Tt$_{able}$	Sig.	Result
1	Leadership Style (X$_1$)	2.818	1.697	.009	Accepted
	Motivation (X$_2$)	2.133	1.697	.043	Accepted
	Work Discipline (X$_3$)	0.223	1.697	.825	Rejected

Source: *Data Processed, 2015*

Based on the calculation on the table above, the partial influence of each independent variable can explains as follows:
1. Leadership Style (X$_1$) and Employee Performance (Y). Based on the table above shows T$_{count}$ >T$_{table}$ = 2.818 > 1.697 which is resulted H$_0$ is rejected and H$_1$ is accepted.
2. Motivation (X$_2$) and Employee Performance (Y). Based on the results presented on the table above it shown that T$_{count}$ > T$_{table}$ = 2.133 > 1.697 which is resulted H$_0$ is rejected and H$_1$ is accepted.
3. Work Discipline (X3) and Employee Performance (Y). Based on the value resulted on the table above it shows that the value of Tcount < Ttable = 0.223 < 1.697 than it resulted H$_0$ is accepted and H$_1$ is rejected.

4. CONCLUSION AND RECOMMENDATION

Conclusion
1. Based on the F-test result shows that all independent variables (Leadership Style, Motivation, and Employee Performance) are simultaneously influence and shows the influence to Employee Performance at Bank Sulutgo KCP Likupang as dependent variable.
2. Based on T-test result, Leadership style and motivation has a significant effects to Employee performance at Bank Sulutgo KCP Likupang. Meanwhile, work discipline has no significant effect to employee performance. It means only two variables that have a significant effect to Employee Performance at Bank Sulutgo KCP Likupang.

3. The results based on data processing using Multiple Regression Equation Model, shows that all independent variables (Leadership Style, Motivation, and Work Discipline) influence employee performance as depend variable. Although, only two variables which are Leadership Style and Motivation that have a significant effect to Employee Performance at Bank Sulutgo KCP Likupang.

Recommendation

Based on the result that shown in previous chapter, there are several recommendations can be seen as follows: Should the company in improving employee performance is more focused on work discipline on employee. In the questionnaires that had been filled by employee of Bank Sulutgo KCP Likupang, the data showed that many shelter employees that affect the timeliness of the work. I expect the leaders of the company emphasizes the importance of discipline in doing everything, especially work discipline.

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