Effect of Leadership, Motivation and Discipline of Work on Employee Performance CV. Kiong Ho Surabaya

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Abstract. This study aims to determine how much influence both partially and simultaneously leadership, motivation and work discipline that occur in CV Kiong Ho Surabaya. This research is included in quantitative research, namely the data used in this study in the form of numbers. The sample from this study was CV Kiong Ho Surabaya employees which numbered 35 respondents. Using the disproportionate stratified random sampling model and the collected data were analyzed using multiple linear regression analysis. The independent variables used in this study are leadership, work motivation, work discipline. While the performance of CV Kiong Ho Surabaya employees is the dependent variable. This study uses primary data, namely data collection by distributing questionnaires. The results showed that the results of the F test showed that employee performance was influenced jointly by leadership, work motivation, work discipline. And the results of partial tests, independent variables consisting of leadership, work motivation, work discipline

Keywords : Leadership , Discipline , Motivation

1. INTRODUCTION

A company has many factors that are involved and influence each other for the growth and development of a company. One of the things that is influential is the leadership factor. Leadership factors are fundamental and must be a major concern in a company besides other factors.

In general, it can be said that leadership that is responsive, caring and sensitive to the problems of the company, especially the problem that embraces employees is a leadership model that can improve employee work. If it is done by the leader, it will positively correlate to employee performance, which ultimately can be achieved by the target given by the company. Therefore leadership has a significant influence in addition to other factors in the performance of a company.

Another factor that also influences employee performance is motivation. This motivation is important, because employees who have motivation without working will be different and have a direct impact on the company. Someone who has high motivation will have high performance so that motivation needs to be maintained continuously. The sources of motivation are three factors, namely (1) the possibility to develop, (2) the type of work, (3) whether they will be proud to be part of the company where they work (Rivai, 2004: 456).

In connection with work motivation, the thing that needs to be considered in improving employee performance is discipline. A good company usually always applies discipline to its employees. This is in accordance with the opinion of Latainer that discipline is a strength that is within employees that causes employees to voluntarily obey the rules and decisions that exist in the company (Sutrisno, 2011). The discipline in the company makes the work environment healthy and productive because every employee carries out their roles and functions and responsibilities in accordance with applicable rules. Disciplined employees will also work effectively and efficiently to avoid wasting time and energy.

On CV. Kiong Ho who is the subject of this research is a company engaged in manufacturing packing machines. The phenomenon that occurs in CV. Kiong Ho is a pretty good leadership style and wants to be further improved through various breakthroughs, one of which is through a leadership style that is more responsive to employees to be able to provide motivation and can improve employee work discipline.

To make these improvements, the company provides direction that supports the emergence of employee awareness to work better while providing motivation to employees. Giving motivation and work discipline is expected to improve employee performance. The next process conveys the value of employee commitment to the company as a form of motivation and discipline. In this section the value of professional responsibility is a reference for determining the next step in the form of praise is the concrete form of better income or position or reprimand, warning that ends in termination of employment.

Based on the description above, the authors conducted a study with the title "The Effect of Leadership, Motivation and Work Discipline on Employee Performance CV. Kiong Ho Surabaya

2. FORMULATION OF THE PROBLEM

Based on the description stated on the background of the problem, the formulation of the problem in this study is:

1. Is leadership, motivation and work discipline partially significant effect on employee performance on CV. Kiong Ho Surabaya?
2. Does leadership, motivation and work discipline have a significant simultaneous effect on employee performance on CV. Kiong Ho Surabaya?

3. BENEFITS OF RESEARCH

The results of this study are expected to provide the following benefits:

1) Theoretical Benefits

The results of the research are expected to be able to contribute specifically in the field of packing machinery companies and it is hoped that this research can become a reference for further research, especially research related to measuring leadership and employee performance.

2) Practical Benefits

This research is expected to be able to add insight and experience and skills needed in the world of work, especially in relation to humans as parties that directly relate to the progress and development of the company so that it can be managed optimally.

4. LITERATURE REVIEW

4.1 Understanding of Leadership

In general it can be said that, leadership is the ability to influence others to follow what the leader wants. Of course, to be able to influence other people, art and strategy and management are needed. This means that leaders must be able and intelligent in seeing the situation and conditions and problems that are facing them.

In addition, a leader has a task, among others, his own soul, he will never be able to change other people, if not finished with him. He will never be able to dream of other people, if he cannot lead himself (Dea Tanyo, 2017: 3).

For this reason, a leadership that truly understands and examines all aspects of its responsibilities is needed. This is done so that his leadership is truly effective. Effective leaders will have a positive impact on the company and make employees motivated and disciplined to work optimally.

Some indicators of leadership, according to Yulk (2010: 316), are effective, namely:

- 1) Having a clear vision and mission
- 2) Delivering vision and mission to all elements of the company
- 3) Generating enthusiasm / motivation to employees
- 4) invites employee participation to solve company problems
- 5) Give more examples of examples than orders.

4.2 Understanding Motivation

According to Supardi and Anwar (2004: 47) said Motivation is a condition in a person who encourages the individual's desire to carry out certain activities in order to achieve goals.

On the basis of some of the above understanding can be stated that Motivation is the Push, desire, need and will. These needs will essentially underlie a person's behavior to do something.

Profit due to increased employee productivity. For employees themselves can provide benefits to improve skills and enthusiasm to work so that later can work more diligently in working on his tasks.

Some motivational indicators of motivation itself as stated by Hasibuan (2001: 149) are as follows:

- 1) Increasing employee morale and job satisfaction.
- 2) Increase employee work productivity.
- 3) Maintaining the stability of company employees.
- 4) Improving employee discipline.
- 5) Effective procurement of employees.

4.3 Understanding of Discipline

According to Nitisemito (1991: 36) suggests discipline as an attitude, behavior and actions that are in accordance with the rules of the company, both written and unwritten. Discipline can be said compliance and

obedience to the rules or provisions that apply in each organization environment, if there are employees who do not comply with all the rules and regulations that apply to the work environment, it means that the employee's actions can be categorized as violating discipline.

4.4 Indicators that affect employee work discipline

Indicators that affect employee discipline, ((Dharma, 2003) are:

1) Employee attendance every day

Employees must be present at the company before working hours, and usually used attendance cards on attendance machines.

2) Accuracy of working hours

Determination of working days and working hours are regulated or determined by the company. Employees are required to follow the rules of working hours, do not violate resting hours and other work schedules, late entry to work, and must follow the rules of working hours per day.

3) Wear work clothes and identification

All employees must wear neat and polite clothing, and wear identification during their official duties. For most companies, they usually provide the same uniform for all of their employees as a symbol of togetherness and intimacy in a company.

4) Employee compliance with regulations.

Sometimes employees openly show disobedience, such as refusing to carry out tasks that should be done. If employee behavior has an impact on its performance, leaders must be prepared to take disciplinary action.

4.5 Understanding of Performance

Definition of performance according to Prabu (2006: 9) that "employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. "

According to Simamora (2005: 327) said that performance is: "an achievement of certain job requirements which ultimately can directly be reflected in the output produced both by quantity and quality. The output produced as stated above can be either physical or non-physical.

1. Factors Affecting Performance

Mangkunegara (2004), states that the factors that influence performance are ability (ability) and motivational factors (Motivation). According to Steers et al in Noviandari (2007) four main things that affect performance are:

1) Employee motivation

2) Opportunities for performance

3) Ability and skills of employees

4) Clarity and acceptance of assignments

2. Aspects of performance appraisal

To assess a work must pay attention to several aspects so that the assessment is given objectively and accepted by all parties. are the aspects in question are:

1) Work produced

2) Cooperation

3) Initiative

4) Knowledge

5) Attendance

6) Loyalty

4.5 Effect of Leadership, Motivation and Work Discipline on employee performance

It cannot be denied that in a company, there are several variables that must be considered if the company wants to exist and develop well. Some of these variables include aspects of leadership, motivation and discipline. These three aspects can be said to be very dominant in a company and related to each other. For this reason, leadership that is not only firm, but aspirational and effective is needed. Things that are not important are examples of examples. When leadership is run well, it will have an impact on increasing employee motivation and discipline, which in turn will increase employee performance. Employees assume that the company pays attention to and gives space to employees to develop properly.

5. RESEARCH CONCEPT FRAMEWORK

Based on the background of the problem, the problem formula, and the literature review that has been stated, the research conceptual framework can be described as follows:

It can be said that leadership has a significant effect on employee performance. Therefore in carrying out leadership must be pay attention to various factors and make employees as partners in advancing the company. Motivation is also very influential on employee performance. Therefore the duty of the leadership and especially the employee itself to motivate him to work optimally.

Discipline is something that cannot be achieved in improving employee performance. Therefore there is a need for firmness from the leadership and awareness of the employees themselves.

Hypothesis

Following up on the background of the problems and problems presented and resting on a review of the theories described, this study takes the following hypothesis:

1. H1: There is a significant effect of Leadership, Motivation and Work Discipline partially on employee performance on CV. Kiong Ho Surabaya
2. H2: There is a significant effect of Leadership, Motivation and Work Discipline simultaneously on employee performance on CV. Kiong Ho Surabaya.

6. RESEARCH METHODS

6.1 Research Approach

The type of research used is descriptive research with a quantitative approach with emphasis on testing the hypothesis in producing a conclusion. Quantitative research according to Sugiyono (2011: 8) can be interpreted as a research method used to examine certain populations or samples, sampling techniques are generally carried out in census, while in this study researchers want to know or measure the relationship of influence either partially or simultaneously between leadership, motivation and work discipline on employee performance on CV. Kiong Ho Surabaya. The research variables that will be examined in this study are divided into three independent variables, namely the independent variable Leadership (X1), Motivation (X2) Work Discipline (X3) while one dependent variable is Employee Performance (Y)

6.2 Sample

The sample according to Sugiyono (2011: 81) is part of the number of characteristics possessed by the population. Considering that there are not too many populations, the total population of 35 people selected by census is 35 as a sample, thus the sampling technique used is census technique, where all members of the population are used as samples.

6.3 Operational Definition of Variables

1. Independent Variables of Leadership (X1)

One that determines leadership is how the leadership style is adopted. According to Drs. Moh Said (2009: 8) "The leadership style in new management is no longer frightening and always governs". This means that leadership by prioritizing examples and no longer playing orders will be preferred by employees. Therefore such leadership will be effective and cause employees to be reluctant and respectful to the leadership. Employees are not merely considered subordinates who can be arbitrarily told, but are partners to jointly advance the company. In addition to being an effective leader, (Krisnamurti, 2014: 160). Say:

- a. Vision
- b. Transformational
- c. Balanced between Reward and Punishment
- d. Good Listener
- e. Anger Management
- f. Discipline Oriented
- g. Cybernetics Control
- h. Meritocracy

2. Independent Motivation Variables (X2)

In general, it is said that motivation is the ability / drive to do something. While according to Nasution (2000: 23) states that some of the things included in positive and negative motivation in the work environment are as follows:

- a. Positive motivation
- b. Negative motivation

3. Independent Variables of Work Discipline (X. 3)

According to Rivai (2010: 825), "Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to raise awareness of prevailing social norms. Discipline is the awareness and willingness of a person to comply with all applicable company regulations and social norms. (Malayu, 2007). The indicators that affect employee work discipline (Dharma, 2003) are:

- a. Daily employee attendance
- b. Accuracy of working hours
- c. Wear work clothes and identification
- d. Employee compliance with regulations.

4 Dependent Variables of Employee Performance (Y)

According to Simamora (2005: 327) said that performance is: "an achievement of certain job requirements which ultimately can directly be reflected in the output produced both by quantity and quality. The output produced as stated above can be either physical or non-physical.

6.4 Data analysis technique

Data analysis is the process of simplifying data into a form that is easier to read and interpret in the process, often using statistics here to simplify very large amounts of research data into simpler and younger information understood.

1. Validity test

According to Rumengan (2013: 83), validity shows the extent to which the measurement tool measures what will be measured. If the researcher will measure what will be measured using a questionnaire, then the prepared questionnaire must measure what you want to measure. Validity test is used to measure whether or not a questionnaire is valid. Questionnaires were declared valid if the question in the questionnaire was able to reveal something that would be measured by the questionnaire. (Ghozali, 2005)

2. Test Reliability

Test Reliability is used to measure a questionnaire which is an indicator of a variable. Questionnaires are said to be reliable if a person's answer to the questionnaire is stable over time. Reliability is the only index where a measuring device can be trusted or reliable. If a measurement device is used twice to measure the same symptoms and the measurement results obtained are relatively consistent, then the measuring device is reliable (Rumengan, 2011: 70).

Reliability test is a measuring tool to measure a questionnaire which is an indicator of a variable. Measurement of reliability is done by one shot or measurement once with the SPSS Cronbach Alpha (a) statistical test tool. a reliable variable if given the value of Cronbach Alpha > 0, 60 (Nunnally in Ghozali, 2005).

3. Analysis of Multiple Linear Regression

Multiple linear regression analysis is used to measure the presence or absence of influence between leadership, motivation and discipline of work on employee performance. The formula for multiple linear regression in this study are:

$$KKN = a + \beta_1 GK + \beta_1 LK + \beta_1 KK + e$$

Where:

a = Constant

Community Service = Employee Performance

GK = Leadership

LK = Motivation

KK = Work discipline

b1, b2, b3 = coefficient of regression

e = Standard error

4. Classic assumption test

The classic assumption test is done to find out whether the resulting parameters are BLUE (best linear unbiased estimation), meaning that the regression coefficient in the equation does not have significant deviations.

1. Multicollinearity Test

2. Normality Test

3. Heteroscedasticity test

5. Hypothesis testing

1. Coefficient of Determination (R^2)

The coefficient of determination (R^2) basically measures how far the ability of the model to explain the variation of the dependent variable (Ghozali, 2007) the value of the coefficient of determination is between zero and one. Small R^2 value means the ability of independent variables (Leadership, Motivation and Work Discipline) in explaining variations in the dependent variable (employee performance) is very limited. Vice versa, a value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

2. Test for T Statistics (Partial)

The t test is used to test leadership, motivation and work discipline, on employee performance. The testing criteria partially with a significance level of $\alpha = 0,05$, namely:

1) If the significant value is $t > 0,05$ the hypothesis is rejected. This means that partially leadership variables, motivation and work discipline, do not have an influence on employee performance variables.

2) If the significance value is $t \leq 0,05$ then the hypothesis is accepted. This means that partially leadership variables, motivation and work discipline, have a significant influence on employee performance variables.

3. Test F Statistics (Simultaneous)

The F test is conducted to see the effect of independent variables on the dependent variable. Testing is done by comparing the value of F count with Ftable. (Sulaiman, 2004: 86). This test is used to determine the effect of independent variables on bound variables. If F count $< F$ table, then H_0 is accepted or the independent variable has no effect on the dependent variable and if F count $> F$ table, then H_1 is accepted. The probability of 5% ($\alpha = 0,05$) is used to determine whether or not the influence of the independent variables on the dependent variable is significant or not. The provisions are if $\text{sig} > \alpha (0,05)$, then H_0 is accepted H_1 is rejected and if $\text{sig} < \alpha (0,05)$, then H_0 is rejected H_1 is accepted.

6. Results of Multiple Linear Regression

Results of the determination coefficient analysis

The coefficient of determination (R^2) in research is used to measure and identify how strong the influence of Leadership (X1) Work Motivation (X2) and Work Discipline (X3) has a strong influence on employee performance (Y). For more details, see the table

Hasil Analisa Koefisien Determinasi (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.616	3.967
a. Predictors: (Constant), kepuasan (X3), Kepemimpinan (X1), motivasi kerja (X2)				
b. Dependent Variable: kinerja (Y)				

Based on the results of calculations with the help of the SPSS program, it can be seen that the R^2 obtained is 0.806 or 80.6%. This number gives the meaning that Performance (Y) is influenced by Leadership factors (X1) Work Motivation (X2) and Work Discipline (X3) of 80.6%, while the remaining 19.4% is influenced by factors or other variables outside this research.

7. Hypothesis testing

In testing the hypothesis this research is done by testing both simultaneously (F test) and partially (t test):

Test F

Test results of F Leadership (X1) Work Motivation (X2) and Work Discipline (X3) on Performance (Y) can be seen the results in the following table:

Analisa Uji F

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	904.802	3	301.601	19.161	.000 ^b
	Residual	487.941	31	15.740		
	Total	1392.743	34			
a. Dependent Variable: kinerja (Y)						
b. Predictors: (Constant), kepuasan (X3), Kepemimpinan (X1), motivasi kerja (X2)						

In the F test expressed simultaneously the Leadership variable (X1) Work Motivation (X2) and Work Discipline (X3) has a simultaneous and significant positive effect on Performance (Y). This can be seen from Fcount 19.161 which has a value greater than Ftable 2.91.

The results of the t test of the independent variable on the bound can be seen in the following table:

Analisa Uji t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.123	7.511		1.614	.117
	Kepemimpinan (X1)	1.514	.270	.049	4.191	.001
	motivasi kerja (X2)	.936	.285	.092	3.328	.005
	kepuasan (X3)	.736	.236	.766	3.122	.004

From the table above can be explained as follows:

1. Leadership tcount (X1) on Performance (Y) of 4.191, greater than ttable 1.69, this indicates H1 acceptance which states there is a positive and significant influence of Leadership (X1) on Performance (Y).
2. The t-count of Work Motivation (X2) on Performance (Y) is 3.328, greater than ttable 1.69, this indicates the acceptance of H1 which states there is a positive and significant influence of Work Motivation (X2) on Performance (Y).
3. The tcount of Work Discipline (X3) on Performance (Y) is 3.122, greater than ttable 1.69, this indicates acceptance of H1 which states there is a positive and significant influence of Work Discipline (X3) on Performance (Y).

7. CONCLUSION

From the results of the research and discussion that the researchers did, a conclusion can be drawn from the entire thesis as follows:

1. Analysis of the coefficient of determination (R²) concluded that the Leadership factor (X1) Work Motivation (X2) and Work Discipline (X3) has a strong influence on Performance (Y) CV. Kiong Ho Surabaya.
2. Distribution of data for independent variables in the F test can be concluded that Leadership (X1) Work Motivation (X2) and Work Discipline (X3) has a simultaneous influence on the performance (Y) of CV employees. Kiong Ho Surabaya.
3. Distribution of data for independent variables in the t test can be concluded that each independent variable between Leadership (X1) Work Motivation (X2) and Work Discipline (X3) has a partial influence on the performance (Y) of CV employees. Kiong Ho Surabaya.

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