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The Effect of Leadership Style, Motivation, and Work Discipline on Employee Performance at PT Mega Daya Motor Surabaya (Mazda, East Java Branch)

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ABSTRACT

Managing human resources well is important for an organisation to be able to compete with other more advanced organisations, however, in managing human resources is different from other sources, it requires an effort to establish a harmonious relationship between workers and the organisation. Therefore, the research aims to determine and examine the variables of leadership style, motivation and work discipline that have a simultaneous, partial, and dominant effect on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch). The approach used is a quantitative approach. The data collection used was interviews, questionnaires, and observation. In addition, the sampling technique in this research used probability sampling technique with 60 respondents, employees of PT Mega Daya Motor Surabaya. The results of testing the model simultaneously obtained the value of F count $30.909 > F$ table 2.77 . Moreover, the resulting significant value is 0.000 which is $< \alpha = 5\% = 0.05$, so it can be concluded Leadership Style (X_1), Motivation (X_2) and Work Discipline (X_3) simultaneously have a significant effect on Employee Performance (Y) PT Mega Daya Motor Surabaya (Mazda, East Java Branch).

Keywords: *Employee Performance, Leadership Style, Motivation, Work Discipline*

INTRODUCTION

Human resources is a factor that has an important role in an organisation. Every company or organisation needs human resources in involving the activities process to achieve the defined goals. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organisation as one of the functions in the company (Iman et al., 2023). The importance of human resources in a company is also applied by PT Mega Daya Motor Surabaya, which is the main dealer of Mazda cars in East Java. PT Mega Daya Motor Surabaya is a distribution company owned by Mazda Motor Corporation that imports and distributes Mazda cars as well as its Mazda spare parts, and provides the after-sales service in Indonesia. This company was established in 2006, and currently, PT Mega Daya Motor Surabaya is one of the first largest Mazda automotive dealers in Surabaya which was established in 2007. Mazda's first showroom was located on Genteng Kali Street in 2007. This location was chosen because of its strategic position in the center of Surabaya that has a large market opportunity and is almost always passed by all Surabaya residents. In addition, the showroom location is near to Tunjungan Plaza Surabaya mall which is one of the largest malls in Surabaya.

The existence of employees cannot be separated from the development of an organization itself. Employees and the effectiveness or organizational management has an important role in organizational development. In addition, the behavior of employees will indirectly affect the effectiveness of organizational management. Then, the employees needs to be managed properly for create a positive contribution for the organizational progress. In the Suryono's research only discussed about the leadership style applied by the director of PT Mega Daya Motor Surabaya. The leadership style applied by the director of PT Mega Daya Motor is maintaining a communication model between superiors and subordinates to achieve more detailed information (Suryono, 2016). Meanwhile, the research conducted by Agari (2021) discussed about the effect of leadership style, motivation, and work discipline on employee performance at PT Distrindo Bakti Wutama, which in its research indicates that there is a significant effect in these three variables on the company. Based on previous researches, there are still few who conduct research at PT Mega Daya Motor Surabaya, especially regarding the effects of leadership style, motivation and work discipline on the company. Therefore, this research is conducted to determine and examine the variables of leadership style, motivation and work discipline that have a simultaneous, partial, and dominant effect on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch).

LITERATURE REVIEW

Relationship between Leadership Style and Employee Performance

According to Prasetyo in Syamsu Q.Badu and Djafri (2017) leadership style is implemented in a person's behavior to persuade other people to act according his instruction. Furthermore, Flippo in Syamsu Q.Badu states that leadership style can also be defined as a pattern of behavior designed to integrate the organizational goals through the individual goals.

Successful leaders according to Budiyanto and Mochklas (2020) are not those who seek power for themselves, but distribute his authorities to many people to achieve the common goals. In solving the problem among the employees effectively and efficiently, the leader used the clarity of authority, responsibility, and discipline. It is also balanced by positive interaction, which is the main skill in managing human resources. Leaders must be active in interacting, including verbal language, tone of voice, and using his body language.

Relationship between Motivation and Employee Performance

According to Hanaswati et al (2020) motivation comes from word *movere* which means encouragement that creates a person's work enthusiasm for they willing to cooperate, work effectively and integrate with all their efforts to achieve their satisfaction. Motivation in management field is only focused to human resources in employee in particular. The motivation is the crucial part for the employee in an organization, because motivation itself plays an important role as support, channeling, and causing the human behaviour to work hard and enthusiastically in achieving the optimal result.

The highly motivated human resources are required in achieving the organizational goals. According to Rivai Veithzal in Hanaswati (2020) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible which provide the power to encourage individuals to behave in achieving goals. In addition, George R Terry in Hanaswati (2020) suggests that motivation is a desire found in an individual that stimulates him to take action.

Relationship between Discipline and Employee Performance

According to Bejo Siswanto in Gama (2020) work discipline is an attitude of respect and obedience to applied rules, both written and unwritten, including obeying and receiving sanctions when he violates his duties and authority. Moreover, Hasibuan (2018) suggests that discipline is the desire and awareness to obey company regulations and social norms.

Discipline is defined differently according to several perspective. Discipline defined by Soengeng Prijodarminto in Fauzia (2019), as a condition created and formed through a process of behaviors that demonstrate values of obedience, compliance, loyalty, and order. In this case, the attitudes and behaviors are created through the process of family guidance, education and experience or exemplary

examples from the environment. In addition, discipline will make a person able to distinguish what are his obligations and things that prohibited to him.

RESEARCH METHODOLOGY

Population

Sugiyono (2019) identifies population is a generalization area consisting of objects or subjects that have certain quantities for examining and drawing the conclusion by researchers. The population includes all the characteristics or properties possessed by the subject. The population in this reserarch were employees at PT Mega Daya Motor in 2022 with 71 people.

Sampling Technique

The sampling technique in this research uses probability sampling techniques. According to Sugiyono (2019) sampling techniques provide equal opportunities for each element of the population to be selected as sample members. The reserarchers chose the probability sampling technique type of simple random sampling. In addition, simple random sampling is selected randomly without examining the strata in the population.

Data Analysis Technique

The analysis technique used in research is quantitative analysis. Quantitative analysis is techniques that model behavior using math and statistics and then measure and research it (Sugiyono, 2015). Data analysis is an activity after data from all respondents or other data sources are collected. Moreover, data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed.

RESULT AND DISCUSSION

Based on the research results, it indicates Leadership Style (X_1), Motivation (X_2) and Work Discipline (X_3) as a independent variables have a close relationship with Employee Performance (Y) at PT Mega Daya Motor Surabaya (Mazda, East Java branch). These variables also have a large contribution in influencing the increase or decrease in Employee Performance (Y). Leadership Style (X_1), Motivation (X_2) and Work Discipline (X_3) variables have an effect on the Employee Performance variable (Y) of 62.3% while the remaining 37.7% is affected by other variables outside this research.

Simultaneous Effect of Leadership Style (X_1), Motivation (X_2) and Work Discipline (X_3) on Employee Performance (Y)

Leadership Style, Motivation and Work Discipline simultaneously affect the performance of employees of PT Mega Daya Motor Surabaya (Mazda, East Java branch). This indicated with calculated F_{value} of 30.909 that bigger than F_{table} of 2.77

with a significant value of 0.000, which is smaller than α (0.05). It means that better leadership style, motivation and work discipline increases the employee performance of PT Mega Daya Motor Surabaya (Mazda, East Java branch). This is in line with previous research conducted by Effendy and Fitria (2020) and Ading (2020) which states that leadership style, motivation and work discipline simultaneously have a significant effect on employee performance.

Partial Effect of Leadership Style (X₁) on Employee Performance (Y)

Leadership style has an effect on employee performance with t_{value} calculated of 3.299. In addition, t_{table} value of 2.002 with a significance level of $0.002 < 0.05$. This means that leadership style has a significant and positive effect partially on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch). This is in line with research conducted by Dalimunthe (2018) which states that leadership style affects employee performance. Leaders who show great concern for the welfare and fulfillment of employees' need, conduct the discussion with his employees before making the decision and more active to interact with his employees in the workplace are able to influence the employee performance. This means that the more appropriate the leadership style is applied, it will resulting in the good performance of the employee itself. Then, the proper leadership style is required to better result of the employee in the organization.

Partial Effect of Motivation (X₂) on Employee Performance (Y)

Based on the research results, motivation affects the employee performance with the t value of $2.499 >$ and t_{table} value of 2.002 with a significance level of $0.015 < 0.05$. This means that motivation has a significant and positive effect partially on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch).

This is in line with research conducted by Ryani Dhyani Prashakti (2019) that states motivation is an encouragement both from within a person and external factors that stimulates the person to work in achieving the organizational goals. In addition, the promotions are able to increase the work motivation of the employee itself that resulting in employee performance. This means that employee who have high motivation will become more active in doing his job.

Partial Effect of Employee Discipline (X₃) on Employee Performance (Y)

Based on the research results, work discipline affects the employee performance with t value of $5.442 >$ and t_{table} value of 2.002 with a significance level of $0.000 < 0.05$. This means that work discipline variable has a significant and positive effect partially on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch). This is in accordance with research conducted by Ekhsan et al (2019) that good discipline reflects a person's sense of responsibility for the tasks assigned to him. Then, the discipline comes more from within the employee himself. Moreover, the existence of strict and fair regulations implemented by company aims to increase the employee's awareness in improving their performance and achieving the organizational goals. Then, the regulations are

implemented in the company for creating the discipline culture for all the employees.

Dependent Variables that have a Dominant Effect on Employee Performance

From three variables including leadership style (X_1), motivation (X_2), and work discipline (X_3), it can be concluded that work discipline (X_3) has a β (beta) coefficient value of 0.526 which is the biggest value among other independent variables. It means that independent variable that has a dominant influence on the dependent variable of employee performance is work discipline variable (X_3).

CONCLUSION AND SUGGESTION

Conclusion

The analysis results of leadership style (X_1), motivation (X_2) and work discipline (X_3) on employee performance (Y) at PT Mega Daya Motor Surabaya (Mazda, East Java branch) affected simultaneously. The results of testing the model simultaneously obtained the value of $F_{\text{count}} 30.909 > F_{\text{table}} 2.77$. Moreover, the resulting significant value is 0.000 which is $< \alpha = 5\% = 0.05$, so it can be concluded leadership style (X_1), motivation (X_2) and work discipline (X_3) simultaneously have a significant effect on Employee Performance (Y) PT Mega Daya Motor Surabaya (Mazda, East Java branch). The analysis results leadership style (X_1), motivation (X_2) and work discipline (X_3) partially affect employee performance (Y). Based on the partial test for the independent variable of leadership style (X_1), the t_{value} is $3.299 > t_{\text{table}}$ of 2.002 with a significant value of 0.002 smaller than 0.05 or 5%. It means that leadership style (X_1) has a partial influence on employee performance (Y) of PT. Mega Daya Motor Surabaya (Mazda, East Java branch). This is in accordance with Daft in Busro (2018) that leadership style affected the leaders and employees, which results in noticeable adjustments and outcomes that support business objectives. Based on the partial test for independent variable of motivation (X_2), the t_{value} is $2.499 >$ and t_{table} 2.002 with a value of 0.015 smaller than 0.05 or 5%. It means that motivation have a partial effect on employee performance (X_3) of PT Mega Daya Motor Surabaya (Mazda, East Java branch). This is in accordance with Sutrisno (2018) which states that without the motivation of employees to conduct their work, they will not achieve the company goals. Then, high work motivation are necessary for employees in doing their duties. Although it must be recognized that motivation is not the only factor that affects the level of employee performance. Based on the partial test for independent variable of work discipline (X_3), the t_{value} is $5.442 >$ and t_{table} of 2.002 with a significant value of 0.000 smaller than 0.05 or 5%. It means that work discipline has partial effect on employee performance (Y) of PT Mega Daya Motor Surabaya (Mazda, East Java branch). This is in accordance with the opinion of Hamali (2018) that discipline is a factor that develops in employee which causes them in adjusting voluntarily to regulatory decisions, and high values of work and behavior. From the variables of leadership style (X_1), motivation (X_2) and work discipline (X_3), the dominant effect on employee performance (Y) of PT Mega Daya Motor Surabaya (Mazda, East Java branch) is

work discipline (X_3), that has proven as dominant effect with largest standardized coefficients beta value of 0.526 compared to other variables.

Suggestion

From the research results, the following suggestions are:

1. For company
 - a. From the research results, it is known that leadership style, motivation and work discipline have a significant effect simultaneously on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch). Therefore, leadership style, motivation and work discipline are very important for the company to improve the employee performance. It is hoped that the leader will pay attention to all employees and provide the consultation when the employees have difficulty in completing the work.
 - b. From the research results, it is known that leadership style, motivation and work discipline have a partially significant effect on employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch).
 - c. Since Work Discipline is a dominant factor in influencing Employee Performance, then company leaders should provide detailed instructions to their employees on how to conduct tasks and encourage them to consistently improve their abilities.
2. For employees of PT Mega Daya Motor Surabaya (Mazda, East Java branch), it is expected to be able to increase the motivation at work for improving their performance and productivity. It is expected that employees should maintain and improve their performance since the company provides comfort facilities in the work environment
3. For further researchers, they should be able to provide other variables that can affect employee performance. So that it can make the research broader and achieve the optimal results.

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