

Analysis of the Influence of Work Discipline, Motivation and Leadership Style on Performance of Automobile Authorized Dealer Company

Ferdy Leuhery

Prodi Manajemen, Universitas Pattimura, Indonesia
ferdyleuhery12@gmail.com

Ratnawita

Prodi Manajemen, STIMA IMMI, Indonesia
witadosen@gmail.com

Andi Amang

Prodi Manajemen, Universitas Ibnu Sina, Indonesia
andi.amang@uis.ac.id

Mulyadi

Prodi Manajemen, Universitas Ibnu Sina, Indonesia
mulyadi@uis.ac.id

M. Wahab Khasbulloh

Prodi Kewirausahaan, Universitas Bhamada Slawi, Indonesia
wahabkhasbulloh29@gmail.com

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Abstract:

The goal of this study was to assess the impact of leadership style, work motivation, and work discipline on employee performance in one of automobile dealer company. This study employs quantitative research methodologies, as well as data gathering strategies such as questionnaire distribution and library data. Non-probability sampling with saturation sampling approach was applied on 90 workers. Multiple linear regression analysis was utilized to analyze the data using the SPSS. The findings revealed that the variable of leadership style had a substantial impact on employee performance. Employee performance is significantly influenced by work motivation. Employee performance is significantly influenced by work discipline. Employee performance is influenced by leadership style, job motivation, and work discipline all at the same time. The percentage indicates that the factors of leadership style, work motivation, and work discipline can explain more than 90% of the employee performance variable. Other variables not investigated in this study account for 7% of the variance.

Keywords: Leadership style, Work Motivation, Work Discipline, Performance, Automobile Company

Introduction

Indonesia's automotive sector is currently able to produce car products in highly competitive segments from a number of agents - brand holder agents (APM), where the products produced are fairly competitive compared to imported products in the same segment. The automotive industry in Indonesia comes with various brands, models, color types with various other specifications. The more diverse brands, models, types of vehicle products, especially cars, make several companies more competitive to be the best that can be a provider of vehicles, especially cars, which are not only used to support activities and activities. Around the end of 2018, car sales in Indonesia were dominated by family vehicles (MPV) and city cars with a price range of under 250 million, but the luxury car market is also a new prima donna in the automotive business world. The range of luxury cars is now not only used as a symbol of class by the upper middle class, but has represented the lifestyle of automotive lovers as

the growth of luxury or premium class car communities that we can see in various places on weekends or holidays (Edison et al., 2017).

Likewise, with the increase in opportunities in the automotive business, especially ordinary cars to luxury cars, there is increasingly fierce competition between automotive companies. This has encouraged several companies to improve company performance so as not to lose competitiveness with other companies, so a company should have a good human resource role and good employee management and performance. In connection with this phenomenon, the role of human resources in a company is very necessary where human resources in the company help carry out company activities so that the objectives of the company can be achieved. This is further supported by the theory of Gomez in Hamali which provides an understanding of human resources (HR) is one of the resources contained in the organization, including all people who carry out activities. So it can be said that the potential of human resources (HR) in a company is very influential in efforts to achieve the goals of an organization or company. Human resources in an organization or company need to be managed or arranged professionally so that in a company it can be balanced between the needs of employees and the demands and capabilities of the company's organization (Magdalena & Wirawan, 2023).

Based on the results of a pre-research survey conducted by researchers by looking at reviews through social media, there is a review from a consumer at the location or object of research who gave a review of the company's performance which made him disappointed due to the performance of employees who were quite poor in handling his vehicle service. It often happens that an organization or company faces problems with employee performance, this phenomenon is supported by the theory of Edison et al. Which defines performance as the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. There are several factors that affect employee performance such as Leadership Style, Work Motivation, and Work Discipline (Felicia, 2018).

There are several other phenomena that occur at the object site in connection with the research material, which are obtained from the results of a survey before the research conducted by researchers through interviews with several sources and through observation or observation by researchers. The first phenomenon is about the problem that becomes the main problem, namely from the company leader. In his leadership, the company leader is considered not to have good enough communication with all members, because in reality he only wants to communicate with certain members or certain parties and then mobilize that party to direct other members. There is no solid and harmonious team that exists between fellow members formed by the leader in cooperation to achieve the goals of the company, as for the resolution of conflicts between members, he completely leaves it to the member to be resolved. As for respecting existing differences ranging from opinions or especially religion, the company leader does not seem to show fairness and respect. This can be seen from working hours that remain as usual in the midst of religious holidays or still asking all members to use or promote goods by posting profile photos on members' social media with themes according to religious days even though this is different from the beliefs of employees, although there are some who are not religious (Fanani, 2023).

The next phenomenon observed by researchers is about the problems that occur with company employees. Where employees have a fairly low level of work motivation. This happens because there are still some employees who work who do not have a full sense of calm for the needs of life that are fulfilled by the company. Some employees are also not fully happy with their coworkers, because there is still an ego nature among employees in carrying out work. Another thing that makes the level of work motivation decrease is the absence of rewards given by the leadership such as praise, work bonuses by superiors for the results of employee work enthusiasm. As for other phenomena from the company where the problem is quite important, namely in Work Discipline. The phenomena that occur include the fact that there are still many employees who have not obeyed the company's time rules that have been set from the central company to the branch companies. This happens because there are still employees who arrive late and complete their work according to the specified time. There are some employees who have not shown neatness in dress, because indeed in the company's operations they do not use neat official uniforms like other companies, making some employees dress improperly. Too many existing company regulations, starting from the Central Company, Protector Company and different branch companies, make employees only obey the rules as they are (Hidayat, 2023).

This phenomenon is also related to the phenomenon of work motivation found in company employees, Sherman in Edison et al. Provides the main definition that shows motivation, which is primarily related to what energizes, what directs or channels a behavior and how behavior is maintained or sustained. In general, in carrying out an activity or task or job, an individual does it on encouragement or motivation. As for work motivation, it has

dimensions, including physiological needs, security needs with indicators of acceptance level, need to be liked, self-esteem needs and self-development needs. On the other hand, discipline in an organization or company is needed in the further goals of the organization or company, in order to prevent and correct individual actions in bad events against fellow groups. Discipline at work has great benefits both for the benefit of individuals in the company and for the company itself. Work discipline has several dimensions including obeying time rules, obeying company regulations, obeying rules of behavior at work and obeying other regulations (Hasibuan, 2014).

Literature Review

Hamali defines human resource management as a planning, organizing, coordinating, implementing, and supervising the procurement, development, rewarding, integrating, maintaining, and separating the workforce in order to achieve organizational goals. Another definition of human resource management according to Hasibuan in Damanik is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees and society. Human resources are a vital element in every organization or company. In general, human resources refer to the workforce available in a company. However, this concept is not limited to the number and type of jobs available, but also includes various aspects related to the management, development, and utilization of the workforce. In the context of management, an understanding of the notions of human resources is essential to ensure alignment between organizational goals and individual potential and needs (Hidayat, 2023).

Human resources can be understood as a valuable asset to the organization. In this perspective, the workforce is considered a factor of production that makes a real contribution in achieving organizational goals. Qualified and skilled human resources can provide a competitive advantage for the company. Therefore, human resource management aims to obtain, manage, and retain a workforce that suits the needs of the organization, as well as improve their quality and productivity through training and development. Human resources can also be understood as the intellectual capital of the organization. This concept emphasizes the importance of individual knowledge, skills and experience in creating added value for the organization. Smart and innovative human resources can drive change, respond quickly to market challenges and create new strategies to win the competition. Therefore, human resource management also includes the intellectual development of individuals, the promotion of a culture of innovation, and the creation of a work environment that supports collaboration and learning (Hasibuan, 2014).

Edison in his book defines the definition of a leader as someone who has subordinates or followers for a purpose and whose success is greatly influenced by his leadership. Leadership is defined as an act of influencing other people or subordinates to work together to achieve certain goals. Leadership style is one of the important aspects of management that affects the performance, motivation, and success of a team or organization. Leadership style reflects a leader's approach and way of influencing, directing, and managing subordinates or team members. There are several commonly recognized notions of leadership style, and a good understanding of these notions can assist leaders in developing and implementing effective leadership approaches (Hidayat, 2023).

There are several leadership styles that often exist in a company and have more or less influence on the running of the company. First, the authoritarian or autocratic leadership style. This leadership style is characterized by strong control and decision-making by a leader. Leaders with this style tend to give clear directions, set firm goals, and expect subordinate compliance. Decision-making is often done centrally by the leader without involving subordinates. Authoritarian leadership style is suitable in situations that require quick action and decisiveness, such as in crisis conditions or when making complex decisions. Second, the democratic or participative leadership style. This leadership style emphasizes active participation and involvement of subordinates in decision-making and management processes. Leaders with this style tend to build inclusive relationships, listen to input and ideas from team members, and provide space for collaboration. Decisions are made jointly by involving all parties involved. The democratic leadership style is effective in motivating subordinates, increasing creativity, and building a sense of ownership of work results (Felicia, 2018).

On the other hand, there is also a transformational leadership style. This leadership style focuses on inspiring, motivating, and developing subordinates to reach their full potential. Leaders with a transformational style are able to articulate a strong vision, inspire others, and drive positive change. They also help subordinates to develop new skills and competencies, and provide continuous support and reinforcement. Transformational leadership styles create a work culture that is inclusive, innovative, and focused on individual and organizational

growth. Then comes the laissez-faire or delegative leadership style. This leadership style is characterized by a "leave it alone" policy or giving great freedom to subordinates in making decisions and carrying out their tasks. Leaders with this style tend to give full autonomy to subordinates without much interference or direct supervision. This leadership style is suitable in situations where team members have a high level of expertise and motivation, and are able to be independent in carrying out their tasks (Edison et al., 2017).

Motivation in its form is intangible, even in a person's motivation it is more difficult to observe with certainty, but this motivation can only be suspected from his actions and behavior. Thus, someone who is motivated is someone who carries out substantial efforts to be able to support the production goals of the work unit and the organization where the person works. For this reason, in carrying out an activity or task or job, an individual does it on encouragement or motivation. Sherman in Edison et al explained that Motivation is a term that originally came from Latin, namely *Movere* which means to move. A number of definitions can be found in the current literature, but there is no definition that adequately describes motivation. An analysis of the main definitions shows that motivation is primarily related to three factors, namely: 1) What energizes the behavior 2) What directs or channels such behavior 3) How this behavior is maintained or sustained Stevan Ivanko in Yusuf defines motivation as a person's desire and energy directed towards achieving a goal (Fanani, 2023).

Work motivation is a key factor in achieving high performance and organizational success. There are several notions of work motivation that are important in management. Intrinsic motivation comes from within the individual and arises through achievement, a sense of competence, or personal satisfaction. Extrinsic motivation comes from external factors, such as financial rewards or recognition. Proactive motivation involves individual initiative to contribute and create positive change. Affective motivation is related to feelings, interpersonal relationships, and emotional ties to work. Understanding these different forms of motivation helps managers motivate employees through recognition, providing autonomy, creating a positive work environment, and meeting intrinsic and extrinsic needs. By implementing the right motivation strategies, managers can improve employee performance and satisfaction, and achieve organizational goals (Magdalena & Wirawan, 2023).

Work discipline can be a key factor in creating an efficient, productive and orderly work culture in an organization. Work discipline involves adherence to rules, policies, procedures and values that apply in the workplace. A good understanding of the notions of work discipline is important in management to maintain order and effectiveness in the organization. Work discipline involves adherence to organizational rules and regulations. This means following established guidelines and procedures to maintain order and perform tasks properly. Adherence to work schedules, discipline in carrying out tasks, and fulfillment of responsibilities are aspects covered by work discipline. It is important for managers to explain and enforce rules consistently so that work discipline can be maintained throughout the organization (Edison et al., 2017).

Work discipline also includes a professional attitude and good work ethics. It involves actions performed with integrity, responsibility and respect for the job, co-workers and the organization. Ethical work discipline includes good communication skills, teamwork, fulfillment of high quality work, and responsibility for assigned tasks. Managers need to promote a discipline-oriented and ethical work culture, and provide appropriate examples and direction to employees. In addition, work discipline also involves efficient time management and productivity. This includes the ability to organize time, identify priorities, and manage tasks well. Discipline in time management involves avoiding behaviors that hinder productivity, such as frequent tardiness, wasting time, or experiencing unnecessary distractions. Managers can help improve discipline in time management by providing training, productivity tools, and clear direction on priorities and goals (Fanani, 2023).

Employee performance is a measure of the extent to which a person achieves expected results in carrying out job tasks. A good understanding of the notions of employee performance is important in management to effectively manage and improve individual and team performance. Employee performance can be defined as the achievement of predetermined targets and work results. This involves achieving given objectives, meeting quality standards, and performing tasks well. Performance measurement can be done by comparing the results achieved with the standards set. Leaders and managers can provide feedback on employee performance and identify areas for improvement to enhance goal achievement (Felicia, 2018).

Employee performance also includes the competencies and skills demonstrated on the job. This includes technical ability, knowledge, interpersonal skills and critical thinking skills relevant to job tasks. Good employee performance reflects the effective use of competencies and skills in the context of a given job. Managers can help improve employee performance by providing relevant training and development. In addition, employee performance also involves attitudes and behaviors that support organizational success. This includes factors such

as engagement, motivation, responsibility, cooperation, and good work ethics. Employee performance is not only related to the concrete results achieved, but also how they interact with coworkers, contribute to the team, and build a positive work culture. Managers need to provide clear direction on behavioral expectations and provide rewards and recognition for positive attitudes and contributions (Hidayat, 2023).

Methodology

This research uses a quantitative approach with an associative research type. The research was conducted at one company which is engaged in the automotive sector. The population in this study were all employees in the object of research as many as 90, and at the same time used as a sample due to the limited number of respondents by means of saturated sampling techniques. The data in this study were taken using a questionnaire with a Likert scale for all variables measured which had previously passed the validity and reliability tests with all items declared valid and reliable with a Cronbach alpha value of more than 0.7. The analysis technique used in this research is multiple linear regression technique with the help of SPSS 23.

Results

This study uses the P-P plot to test the normality of the data. The normality test results were determined to be normally distributed based on the test findings. The line that follows the diagonal line and describes the real data serves as proof of this. This implies that in order to satisfy the conditions for normalcy, the distribution of data is stated to be dispersed about the straight line (rather than scattered far off the straight line). In the normality test using the Kolmogorov-Smirnov test, it has a statistical value of 0.153 greater than 0.05. So it can be said that the residuals are normally distributed.

Based on the multicollinearity test, it shows that the values of tolerance and VIF for wage and loyalty variables show the same value. From the multicollinearity testing criteria, it shows that all tolerance values are greater than the specified value of 0.10. Whereas the VIF value also shows below the number 10. Therefore, it can be said that all variables have satisfied the tolerance threshold criteria and the VIF value, negating the possibility of multicollinearity between the independent and dependent variables. The points that spread randomly and spread above and below the number 0 on the Y axis, which is irregular and does not form any particular pattern, can be seen as evidence that there is no heteroscedasticity problem in the regression model used in this study.

The tcount value for the leadership style shows that the tcount of the leadership style is 2.608 > t table 1.992 with a significance of 0.11; then from the results of the table above it is that the leadership style significantly affects the positive of the employee performance variable. This supports previous research conducted by previous researcher which states that leadership style has a positive and significant effect on the performance of employees or teachers in Wonogiri district high schools.

The tcount value for work motivation shows that the tcount of work motivation is 2.715 > t table 1.992 with a significance of 0.08; then from the results of the table above is that work motivation significantly influences positively on the employee performance. This supports previous research conducted by previous researcher which states that work motivation has a positive and significant effect on employee performance at the Social Labor and Transmigration Office of Magelang Regency.

The tcount value for work discipline shows that the tcount of work discipline is 13.150 > t table 1.992 with a significance of 0.000; then from the results of the table above is that work discipline significantly affects positively and the largest of the employee performance. This supports previous research conducted by previous researcher which states that the work discipline variable partially has a dominant effect on employee performance.

In the calculation of the F test, it is obtained that the significant value is 0.000b, which means that the significant value is smaller than 0.05 and the Fcount value is 371.517, which is greater than the Ftable value of 2.72 (Fcount 371.517 > 2.72 Ftable). This shows that the hypothesis in the study accepts H_a and rejects H_o . So this states that leadership style (X1), work motivation (X2), and work discipline (X3) have a simultaneous positive and significant effect on employee performance (Y).

Based on the calculation of the determination coefficient carried out, it is obtained that the Adjusted R Square coefficient of determination is 0.931 or 93.1%. These results have shown that 93.1% of employee performance variables can be explained by the variables of leadership style, work motivation, and work discipline. While the remaining 6.9% (100% - 93.1%) is explained by other variables not examined in this study. Based on

testing multiple linear regression analysis, the resulting regression results of the effect of work discipline on employee performance can be written into the regression equation as follows: $Y = 11,067 + 0,129 X_1 + 0,097 X_2 + 0,752 X_3 + e$. The constant is 11.067, the leadership style variable shows a significant value of 0.011, the work motivation variable shows a significant value of 0.008, and the work discipline variable shows a significant value of 0.000, which means that the three variables have a significant value smaller than 0.05. This indicates that the three variables are significant. This shows that the three variables are significant.

The leadership style variable is 0.129. The coefficient value of the leadership style variable shows a positive value, meaning that the effect of leadership style on employee performance is positive and strong enough, which means that if the leadership style is getting better, employee performance will also increase. The work motivation variable is 0.097. The coefficient value of the work motivation variable shows a positive value, meaning that the effect of work motivation on employee performance is positive and strong enough, which means that if work motivation is getting better, employee performance will also increase. The work discipline variable is 0.752. The coefficient value of the work discipline variable shows a positive value, meaning that the effect of work discipline on employee performance is positive and quite strong, which means that if work motivation is getting better, employee performance will also increase.

Discussion

The leadership style applied in an automotive company has a significant impact on employee performance at various levels. Transformational leadership style can have a positive influence. Leaders who apply this style are able to inspire employees with a strong vision, motivate them to innovate, and develop their potential. In the highly competitive and fast-growing automotive industry, transformational leaders are able to bring positive change, encourage employees to adapt to technological and market changes, and build a work culture that focuses on innovation, quality, and excellence. Participative leadership style can improve employee performance. In the automotive industry, which is complex and consists of various teams and departments, employee participation in decision-making can increase their involvement and ownership of organizational goals. Leaders who apply this style involve employees in strategic decision-making, listen to their input, and make room for team collaboration. This creates an inclusive work environment and empowers employees to contribute optimally, improving product quality, operational efficiency, and customer satisfaction.

Work motivation has a strong role in influencing employee performance. When employees feel motivated, they tend to be more passionate, dedicated, and contribute their best to achieve organizational goals. Work motivation increases the level of employee engagement. When employees feel motivated, they feel emotionally connected to their work and have a sense of ownership of the organization's goals. This leads to their increased involvement in work tasks, collaboration with coworkers, and efforts to improve the quality of their work. Engaged employees tend to be more dedicated, try harder, and face challenges with a positive attitude. Work motivation affects the level of employee productivity. When employees feel motivated, they have an internal drive to achieve higher levels of performance. Strong motivation encourages employees to focus, complete tasks quickly, and deliver quality results. Motivated employees tend to be more efficient in using their time and managing tasks well, which has a positive impact on their overall productivity.

Work discipline plays a crucial role in influencing employee performance. High levels of discipline can have a significant positive impact on productivity, efficiency, and overall organizational success. Work discipline helps create compliance with the rules and procedures that apply in the workplace. With good discipline in place, employees will perform their tasks according to schedules, adhere to established guidelines, and carry out their responsibilities in a timely manner. This contributes to improved operational efficiency, fulfillment of work targets, and adherence to set quality standards. Work discipline shapes professional attitudes and positive work ethics. Disciplined employees tend to demonstrate a high level of accuracy in performing their tasks, maintain integrity, and exhibit strong responsibility. They maintain quality work, communicate clearly, and work effectively in teams. Professional attitudes and good work ethics have a positive impact on relationships among colleagues, employee reputation, and the overall image of the organization.

Conclusion

This study aims to determine the effect of Leadership Style, Work Motivation and Work Discipline on employee performance. Based on the results of the analysis and discussion carried out using multiple linear regression, the following conclusions can be drawn leadership style has a positive effect on employee performance, work motivation has a positive effect on employee performance, work discipline has a positive effect on employee performance, leadership style, work motivation, and work discipline simultaneously affect employee performance.

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