

Analysis Effect of Work Motivation toward Job Performance with Mediation Variables of Work Discipline, and Leadership in PT. XYZ

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Abstract: *Human resources (HR) in the company will greatly affect the sustainability of the company. However, many factors that affect HR in the company can excel in the company including motivation, discipline and leadership in the company. The purpose of this study was to determine whether work motivation, work discipline, and leadership affect employee job performance at PT. XYZ. The sampling technique was a questionnaire of 250 respondents. Research methods using multiple linear regression analysis techniques with hypothesis testing and mediation.*

Keywords: work motivation, work discipline, leadership, job performance

1. Introduction

Human resources are central figures in organizations and companies so that management activities run well, the company or organization must have employees who are knowledgeable and have high skills and efforts to manage the company optimally so that employee performance increases. Example for PT. XYZ that focus on Nutritional food health that very concern to associated regarding expertise employee to secure and hygienic the product are produced.

Research Objectives The purpose of this study was to determine the effect of [1].

- Work Motivation, Work Discipline, and Leadership toward Job Performance at PT. XYZ.
- Work Motivation toward Job Performance of PT. XYZ
- Work Discipline on Job Performance at PT. XYZ
- Leadership toward the Job Performance of Employees of PT. XYZ

2. Literature Review

2.1 Work Motivation

Work motivation will affect its productivity and as part of the task of a manager is to channel work motivation in achieving organizational goals. [2] states that work motivation is a force that drives an employee to cause and direct employee behavior.

2.2 Work Discipline

[3] states work discipline is a tool used by managers / leaders to communicate with employees so that they are willing to change something behavior and an effort to increase one's awareness and willingness to obey all organizational rules and social norms that apply.

2.3 Leadership

[1] states that leadership is a person who uses his duties and authority, which is directed to his subordinates to do work in achieving organizational goals.

2.4 Work Achievement

[1] states job performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

2.5 Prior Research

[4] The Influence of Work Motivation, Work Discipline, and Leadership on Employee Job Performance at the Library of North Sulawesi Province. The purpose of this study was to determine how much influence motivation, work discipline, and leadership have on employee performance. The method used was purposive sampling method. The results showed that leadership had no significant effect on employee performance at the North Sulawesi Provincial Library Board.

2.6 Research Thinking Framework

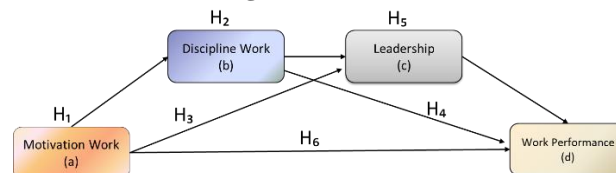


Figure 1. Thinking Framework

3. Research Method

3.1 Data Collection Method

The data used in this study is data obtained directly from respondents through the provision of questionnaire.

3.2 Population and Sample

The population at PT. XYZ numbered 400 employees, and the samples in this study were 250 employees who are permanent employees with a purposive sampling method.

3.3 Operation Variable Definition

- 1) Work motivation (independent variable A) is encouragement or movement and directs the power and potential of individuals, so they are willing to work together productively in achieving and realizing specified goals [1]
- 2) Work discipline (independent variable B) is one's awareness and willingness to obey all organizational regulations and social norms that apply [1].
- 3) Leadership (independent variable C) is a person who uses his duties and authority, which is directed to his subordinates to do work in achieving organizational goals [1].
- 4) Job performance (dependent variable D) is something that is achieved, the ability and willingness of employees to be affected by the rewards given by the leadership of the company so that employees are encouraged to work harder, as measured by the Likert scale.

3.4 Methode Analysis

In this study, the following analysis tools were used:

- 1) Test Validity and Reliability
- 2) Classical Assumption Test
 - a) Normality test
 - b) Heterokedasticity Test
 - c) Multicollinearity Test
 - d) Linearity Test
 - e) Autocorrelation Test
- 3) Hypothesis Test
- 4) Multiple Regression with Mediation

4. Result and Discussion

4.1 Research Result

Validity and Reliability Test Results

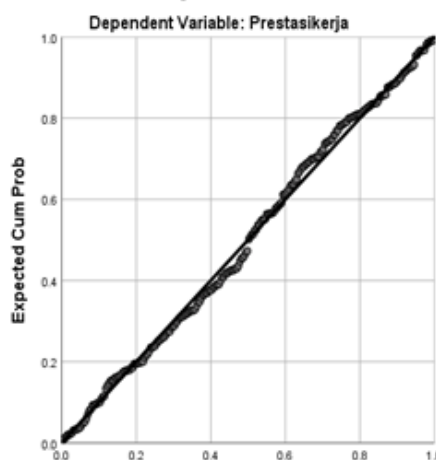
Variable	indikator	Korelasi (r)			Koefisien	
		Corrected Correlation	N	Status	Alpha Combach	Status
A	p1	0.000	250	Valid	0.576	Reliable
	p2	0.000	250	Valid		
	p3	0.000	250	Valid		
	p4	0.000	250	Valid		
	p5	0.000	250	Valid		
	p6	0.000	250	Valid		
	p7	0.000	250	Valid		
B	p1	0.000	250	Valid	0.535	Reliable
	p2	0.000	250	Valid		
	p3	0.000	250	Valid		
	p4	0.000	250	Valid		
	p5	0.000	250	Valid		
	p6	0.000	250	Valid		
	p7	0.000	250	Valid		
C	p1	0.000	250	Valid	0.561	Reliable
	p2	0.000	250	Valid		
	p3	0.000	250	Valid		
	p4	0.000	250	Valid		
	p5	0.000	250	Valid		
	p6	0.000	250	Valid		
	p7	0.000	250	Valid		
D	p1	0.002	250	Valid	0.585	Reliable
	p2	0.000	250	Valid		
	p3	0.000	250	Valid		
	p4	0.000	250	Valid		
	p5	0.000	250	Valid		
	p6	0.000	250	Valid		
	p7	0.012	250	Valid		

The results of the validity and reliability of the four variables in Table 1 are stated to be reliable, because the value of $r < 0.05$ while the coefficient value > 0.5 .

4.2 Classical Assumption Test

a) Normality test

Normal P-P Plot of Regression Standardized Residual



Observed Cum Prob

Histogram

Dependent Variable: D

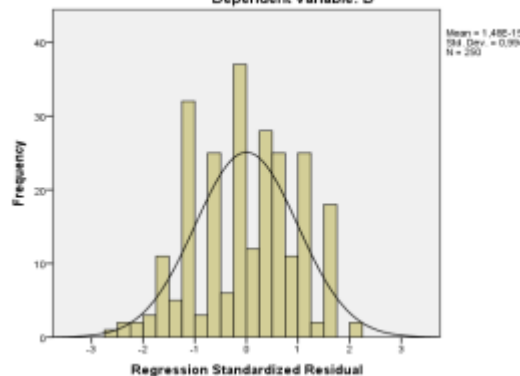


Table 1: Test Validity and Reliability

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		250
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	2.57993744
Most Extreme Differences	Absolute	0.042
	Positive	0.042
	Negative	-0.038
Test Statistic		0.042
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Figure 2: Normality Test Results

From the normality test results above that a significant value that is: 0.200 indicates that the data are normally distributed.

b) Heteroscedasticity Test

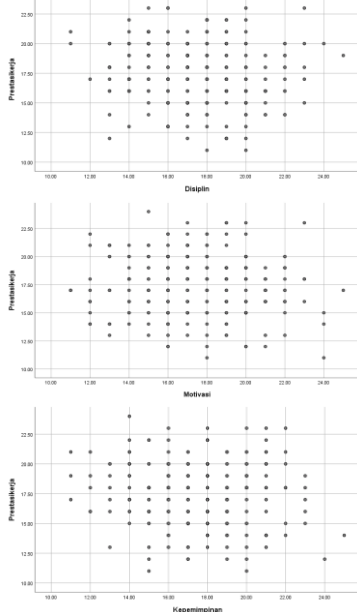


Figure 3: Heteroscedasticity Test Results

Figure 3. Heteroscedasticity Test Results Based on figures 1 and 2 it can be concluded that heteroscedasticity occurs..

c) Multicollinearity Test Result

Table 3: Multicollinearity Test Results

Coefficients ^a							
Model		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF	
1	(Constant)	20.804	1.661	12.525	0.000		
	A	-0.046	0.061	-0.050	-0.757	0.450	0.919
	B	-0.081	0.067	-0.080	-1.196	0.233	0.896
	C	-0.065	0.064	-0.065	-1.010	0.313	0.972

a. Dependent Variable: D

Results Table 3 VIF values <10 or tolerance> 0.1. The research data do not occur multicollinearity.

d) Linearity Test Results

Table 4: Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
D * A	Between Groups	(Combined)	93.710	14	6.694	0.988	0.466
		Linearity	8.867	1	8.867	1.309	0.254
		Deviation from Linearity	84.843	13	6.526	0.963	0.489
	Within Groups		1592.306	235	6.776		
	Total		1686.016	249			

Table 5: Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
D * B	Between Groups	(Combined)	132.448	14	9.461	1.431	0.140
		Linearity	18.354	1	18.354	2.776	0.097
		Deviation from Linearity	114.094	13	8.776	1.328	0.198
	Within Groups		1553.568	235	6.611		
	Total		1686.016	249			

Table 6: Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
D * C	Between Groups	(Combined)	135.556	14	9.683	1.468	0.124
		Linearity	10.203	1	10.203	1.546	0.215
		Deviation from Linearity	125.353	13	9.643	1.461	0.133
	Within Groups		1550.460	235	6.598		
	Total		1686.016	249			

From all the tables above there is a linear relationship between the independent and dependent variables.

e) Autocorrelation Test Results

Table 7: Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.054 ^a	.003	-.009	2.19910	1.960

a. Predictors: (Constant), C, B, A
b. Dependent Variable: D

Using the Durbin-Watson 5% critical valuation, the results of DL = 1.77662 and DU = 1.80887 and DW = 1.960. The autocorrelation test results are DU > DL so there is no positive auto correlation.

4.3 Hypothesis Test Result

Table 8: Hypothesis Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3472	3	1157	,239	,869 ^b
1 Residual	1189664	246	4836		
Total	1193136	249			

a. Dependent Variable: D
b. Predictors: (Constant), C, B, A

Table 9: Hypothesis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19454	2423		8027	,000
1 A	,046	,065	,046	,714	,476
B	,025	,070	,022	,353	,725
C	,021	,057	,023	,360	,719

The results of the H1 H2 H3 hypothesis test make the effect on independent to dependent marked one-way arrows. Because the results of t of all variables <0.05.

- A → D
- B → D
- C → D
- D → D

4.4 Multiple Regression with Mediation

Table 10: Results of Multiple Regression with Mediation

OUTCOME VARIABLE:							
B							
Model Summary							
R	R-sq	MSE	F	df1	df2	p	
,28	,08	6,15	21,19	1,00	248,00	,00	
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	12,99	,99	13,19	,00	11,05	14,93	
A	,26	,06	4,60	,00	,15	,37	

Table 11: Results of Multiple Regression with Mediation

OUTCOME VARIABLE:							
C							
Model Summary							
R	R-sq	MSE	F	df1	df2	p	
,17	,03	6,57	3,55	2,00	247,00	,03	
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	15,14	1,33	11,40	,00	12,52	17,75	
A	-,04	,06	-,70	,48	-,16	,08	
B	,17	,07	2,66	,01	,05	,30	

Table 12: Result of Multiple Regression With Mediation

OUTCOME VARIABLE:							
D							
Model Summary							
R	R-sq	MSE	F	df1	df2	p	
,13	,02	6,74	1,42	3,00	246,00	,24	
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	20,80	1,66	12,53	,00	17,53	24,07	
A	-,05	,06	-,76	,45	-,17	,07	
B	-,08	,07	-1,20	,23	-,21	,05	
C	-,07	,06	-1,01	,31	-,19	,06	

Table 12: Result of Multiple Regression With Mediation

OUTCOME VARIABLE:							
D							
Model Summary							
R	R-sq	MSE	F	df1	df2	p	
,07	,01	6,76	1,31	1,00	248,00	,25	
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	18,62	1,03	18,03	,00	16,59	20,66	
A	-,07	,06	-1,15	,25	-,18	,05	

The results of multiple regression with mediation are as follows:

1. A - B, H1 = 0.26, P = 0.00
Accept H0 = There is an A-B influence
2. A - C, H3 = -0.04, P = 0.48
Accept H1 = There is no influence
B - C, H2 = 0.17, P = 0.01
Accept H0 = There is a effect B-C
3. A - D, H6 = 0.05, P = 0.45
Accept H1 = There is no effect A-D
B - D, H4 = -0.08, P = 0.28
Accept H1 = There is no effect B-D
C - D, H5 = -0.07, P = 0.31
Accept H1 = There is no effect C-D

4.5 Result of Analysis

- 1) **Effect of Work Motivation toward Job Performance**
The results showed that motivation does not affect employee job performance at PT. XYZ.
- 2) **Effect of Work Discipline toward Job Performance**
The results showed that work discipline did not significantly affect employee performance at PT. XYZ.
- 3) **Effect of Leadership on Job performance**
The results showed that leadership had no significant effect on job performance at PT. XYZ.

5. Occlusion

5.1 Conclusion

The conclusions of this research :

- 1) The validity and reliability test results are reliable
- 2) Heterokedastisitas Test Results occur heteroscedasticity.
- 3) Multicollinearity test results do not occur multicollinearity.

- 4) Linearity Test Results linear relationship between independent and dependent variables.
- 5) Autocorrelation Test Results there is no auto positive correlation.
- 6) The results of the H1 H2 H3 Hypothesis make an influence on the independent to the dependent

5.2 Suggestions

Suggestions that can be given:

So that work motivation, work discipline and leadership at PT. XYZ can affect employee job performance, the authors suggest making a Standard Operational Procedure (SOP), or making standard provisions on the work and holding employee Training development.

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