

The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City

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ABSTRACT: The purpose of this study was to determine the influence of leadership style variables, empowerment, motivation on work discipline and employee performance, and the effect of work discipline variables on employee performance in Sungai Kunjang District, Samarinda City. The design of this research is explanatory research. This type of research is descriptive research. This method used to collect data in this study is a survey method. The population of this study was 39 employees. In the sample taken by the author, using the census method, because the number of subjects is narrow and the author uses a total of 39 employees as a sample. This study uses the Structural Equation Modeling-Partial Least Square (SEM-PLS) approach to analyze data. The results of research on factors that affect work discipline, all independent variables show no significant positive effect on work discipline. The results of the study on factors that affect employee performance, only leadership style variables that show a significant positive impact on employee performance. While the work discipline variable shows no significant positive effect on employee performance. Sungai Kunjang Subdistrict, Samarinda City in terms of improving work discipline and employee performance, needs to pay attention to the variables examined in work activities in the district, based on research only leadership style that significantly influences employee performance. This shows that the leadership style of the Sungai Kunjang Subdistrict of Samarinda City can affect employees in working.

KEYWORDS: Leadership Style, Empowerment, Motivation, Work Discipline, Employee Performance

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I. INTRODUCTION

Employees in the Sungai Kunjang Subdistrict of Samarinda City are subjects and resources to achieve organizational goals in assisting government tasks. Employees who are expected to be productive and agile in carrying out their duties, employees of the Sungai Kunjang District of Samarinda City must be optimally utilized so that their presence can be felt and beneficial to the organization. Sungai Kunjang Subdistrict, Samarinda City, is very dependent on employees in developing skills in developing their knowledge, skills, and attitudes. This is necessary so that work discipline and employee performance results can improve, and employees have accuracy in the implementation and cooperation of various activities.

Employees who have good insight, skills, and attitudes will be able to work optimally so that the organization can manage human resources to be more productive and efficient. In order for employees to function optimally, leaders must be able to exert influence, direction, encouragement, and control their employees to achieve organizational targets.

Leaders must direct, influence, encourage, and control their employees for the specified organizational targets (Wijaya, 2017). Also, employee empowerment is needed, and empowerment is also able to provide significant benefits to the organization (Ongori & Shunda, 2008). According to (Pelit, Yüksel, & Yalçin, 2011), Employee empowerment is a broad activity. If empowerment is practiced and carried out by its contents, it will increase the ability and will lead to job satisfaction. Empowering employees to participate in decision making can help develop a mindset for taking risks and trying something new (Yamoah, 2013). So that empowerment is needed by employees to grow with the capabilities they have, and new sciences that are useful in developing organizations.

The Motivation is importance of employees in the organization. Motivation also plays an important role (Suwuh, 2015). Low motivation makes it difficult for employees to complete their assigned responsibilities because they lack enthusiasm and give up quickly. Likewise, if they provide the right motivation, employees will be more enthusiastic about working (Harwiki, 2016). Another critical factor in achieving organizational goals is discipline and performance. Discipline is the behavior and attitude according to corporate rules (Pacitti, 2011). Because discipline will have an impact on an excellent performance, the next level of employee career development will increase. (Siahaan, Gultom, & Lumbanraja, 2016)

Following is the conceptual framework of this research can be seen in Figure 1:

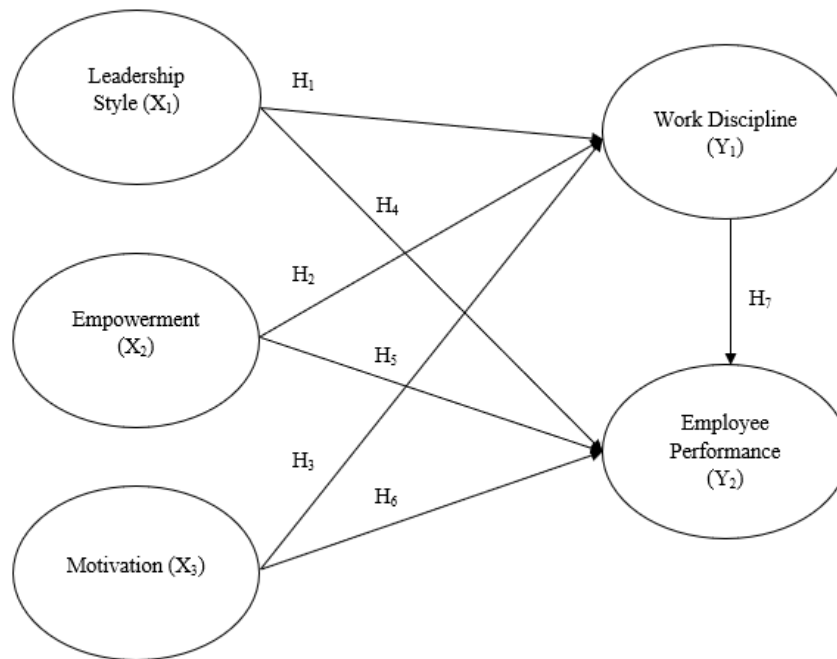


Figure 1. Conceptual Framework

Based on the background and conceptual framework described, the hypothesis proposed in this study is:

The Effect of Leadership Style on Work Discipline

Leadership style is one of the critical factors that influence employee attitudes in organizations. According to (Shokory, Hamid, Awang, & Hudin, 2019) need to ensure that the leader has a leadership style that suits the needs of the organization. If the leadership style is right, then the work discipline will also increase if the leader does not apply the right leadership style, employees will usually be willing to work because they feel there is no attention and supervision from the leader (Razak, Sarpan, & Ramlan, 2018). So it looks at how important the leadership style is applied because work discipline will be affected if the wrong way to lead.

Hypothesis I: Leadership style has a positive and significant effect on work discipline

Effect of Empowerment on Work Discipline

One factor that influences work discipline is the leader's attention towards employees. This means that employees feel involved in the movement of an organization or workplace (Sutrisno, 2015). Employee empowerment is associated with the concept of strength, implying that power in the organization must be divided back from top management to lower management. Empowerment will trigger employees to be more courageous in making significant decisions without referring to the more senior ones.

Hypothesis II: Empowerment has a positive and significant effect on work discipline

Effect of Motivation on Work Discipline

Motivation is the optimal effort in achieving organizational goals that achieve organizational goals that come from ability and effort. Motivating employees is one of the stimuli so that enthusiasm and enthusiasm in working for productive work do not decrease (Santoso, 2017). Employees can be driven by several factors other than material, such as the existence of fairness and get the recognition that affects employees (Ricardianto, 2018). Then motivation will affect employee work discipline. Because of this motivation, employees will have an awareness of themselves to act disciplined at work.

Hypothesis III: Motivation has a positive and significant effect on work discipline

The Effect of Leadership Style on Employee Performance

Leadership style in organizations is very influential in influencing employee performance. According to (Armstrong & Taylor, 2014), leadership factor is one of several factors that affect performance related to the quality of support and direction given by the leader. The leader must have more expertise than his subordinates. However, just directing it is not enough without encouragement to employees, so that employees are active in working. On this basis, the leader needs to pay attention directed to his subordinates on the performance carried out, then the performance of his employees will be high.

(Susanty & Baskoro, 2012), (Suwuh, 2015), (Lutfi, Rivai, & Widodo, 2018), (Elqadri, Priyono, Suci, & Chandra, 2015), (C., T., O., & Idowu, 2011), (M Ojokuku, A Odetayo, & A Sajuyigbe, 2012), (Finthariasari & Rahmayanti, 2015), (Razak et al., 2018), and (Shokory et al., 2019) found that leadership style had a significant effect on employee performance. However, it is different from research (Natsir, Riduwan, & Ujianto, 2018) who found that leadership style had no significant impact on employee performance.

Hypothesis IV: Leadership style has a positive and significant effect on employee performance

Effect of Empowerment on Employee Performance

Empowerment will improve the performance of organizations and individuals who can develop their talents to the full. Employees master new understanding and skills by allowing them to see things differently (Abidin, Mintarti, Paminto, & Hidayati, 2019). Employees who feel energetic empowerment have qualities, which enable strong confidence, successful professional performance, and progress in their work. The importance of empowerment about improving employee performance has been established in many ways. Empowerment enables employees to participate in decision making, helping them get out of the stagnant mindset to take risks and try something new.

(Arifin, Hamid, & Hakam, 2014), (Pragiwani, Alexandri, & P., 2018), (Saeed & Asghar, 2012), (Meyerson & Dewettinck, 2012), (Yamoah, 2013), (Awamleh, 2013), (Zaraket, Garios, & Malek, 2018) and (Kariuki & Murimi, 2015) found that empowerment had a significant effect on employee performance. However, it is different from the results of the study (Rini & Hazizma, 2013) found that employee empowerment had no meaningful relationship to employee performance.

Hypothesis V: Empowerment has a positive and significant effect on employee performance

Effect of Motivation on Employee Performance

Motivation is a situation that raises the desire of the individual (self) in trying to achieve his aspirations (Sunyoto, 2013). Performance is the result of work completed, which is the responsibility and duty of an employee and has quality (Mangkunegara, 2010). Employees who have motivation are more productive than employees who have no motivation (Jayaweera, 2015).

(Suwuh, 2015), (Natsir et al., 2018), (Arifin et al., 2014), (Elqadri et al., 2015), (Sardjana, Suharto, & Sudarmono, 2018), (Saeed & Asghar, 2012), (Ganta, 2014), and (Jayaweera, 2015) found that motivation has a significant effect on employee performance. However, it is different from the results of the study (Rini & Hazizma, 2013), (Susanty & Baskoro, 2012), (Purwanta & Nawangsari, 2018) insignificant and has no effect on employee performance.

Hypothesis VI: Motivation has a positive and significant effect on employee performance

Effect of Work Discipline on Employee Performance

The application of work discipline is expected to be able to encourage employees to follow the rules so that there are no violations and attitudes at will can be overcome (Razak et al., 2018). Performance is undoubtedly very much related to employee work discipline. Discipline at work will ultimately affect employee performance results (Dapu, 2015). The better employee discipline, the better performance, and work performance. Dedicated employees tend to carry out their job responsibilities by the specified time, and the results are optimal. So it appears that discipline can affect employee performance results. (Rachmawati & Mauludin, 2018), (Natsir et al., 2018), (Lutfi et al., 2018), (Razak et al., 2018), (Putri, Triatmanto, & Setiyadi, 2018), and (Saputra & Natassia, 2014) found that work discipline had a significant effect on employee performance. (Susanty & Baskoro, 2012) (Sardjana et al., 2018) does not have a substantial impact on employee performance.

Hypothesis VII: Work discipline has a positive and significant effect on employee performance

II. RESEARCH METHODOLOGY AND DATA ANALYSIS

Based on the type of research, this research is explanatory research that is research to find out and explain the influence between variables of leadership style, empowerment, motivation, work discipline, and employee performance and continued with hypothesis testing. This research is research that explains the causal relationship between variables. This research is also included in the descriptive study because it provides a descriptive explanation of the variables to be studied.

The population of this study was all employees of Sungai Kunjang Subdistrict of Samarinda City, with 39 people consisting of 20 state civil apparatus employees, tennon-permanent employees monthly, and ninetemporary employees daily. In taking the sample, the author uses the census method. It is because in terms of the area of this study only covers a narrow area or subject (Arikunto, 2010). Analysis of the data used by the author is Structural Equation Model-Partial Least Square (SEM-PLS).

The method of collecting data through a questionnaire method, namely by asking several questions to respondents, adjusted to the research objectives. The following are indicator questions for each research variable:

Table 1: Research Variable Indicators

No	Variables	Indicator
1	Leadership Style	a. The ability to make the right decisions in solving problems in every task or job. b. He has a good personality with his capacity as a leader. c. The ability of leaders in establishing cooperative relationships with each employee
2	Empowerment	a. Meaning. b. Competence. c. Self-Determination. d. Impact.
3	Motivation	a. Physiological needs. b. Security needs. c. Award needs. d. Self-actualization needs.
4	Work Discipline	a. Compliance with regulations. b. Rules for dress and conduct. c. Regulations on how to carry out work and communicate with other work units. d. Regulation of activities that are prohibited by employees in the organization.
5	Employee Performance	a. Work quality. b. Work quantity. c. Time efficiency.

Source: (Sopiah & Sangadji, 2018) , (Sutrisno, 2015) , (Bangun, 2012) , (Spreitzer, 1995)

Validity test

The validity test used is valid or whether a questionnaire is valid. Said to be valid if the questions in the questionnaire can describe the variable. A variable is said to be valid if the value of r results is more significant than r table. Moreover, vice versa, if the value of r is smaller than the r table, then the variable is invalid(Ghozali & Latan, 2014).

Reliability Test

Reliability is an index that illustrates the extent to which the gauges are reliable. The technique used to conduct reliability testing is to use alpha Cronbach. If the reliability of less than 0.60 is considered bad, reliability in the range of 0.70 is acceptable, and more than 0.80 is good(Ghozali & Latan, 2014).

III. ANALYSIS AND DISCUSSION

Following are the results of the validity and reliability test of the trial instrument using PLS with 39 samples:

Table 3: Validity and Reliability Test Results

Variables	Item	Correlation	Results	Cronbach's Alpha	Results
Leadership Style (X ₁)	X1.1	0,711	Valid (>0.227)	0,745	Reliable (>0,6)
	X1.2	0,922	Valid (>0.227)	0,923	Reliable (>0,6)
	X1.3	0,743	Valid (>0.227)	0,724	Reliable (>0,6)
Empowerment (X ₂)	X2.1	0,750	Valid (>0.227)	0,749	Reliable (>0,6)
	X2.2	0,891	Valid (>0.227)	0,891	Reliable (>0,6)
	X2.3	0,795	Valid (>0.227)	0,795	Reliable (>0,6)
	X2.4	0,851	Valid (>0.227)	0,851	Reliable (>0,6)
Motivation (X ₃)	X3.1	0,575	Valid (>0.227)	0,593	Reliable (>0,6)
	X3.2	0,811	Valid (>0.227)	0,806	Reliable (>0,6)
	X3.3	0,692	Valid (>0.227)	0,739	Reliable (>0,6)
	X3.4	0,912	Valid (>0.227)	0,893	Reliable (>0,6)
Work Discipline (Y ₁)	X4.1	0,645	Valid (>0.227)	0,652	Reliable (>0,6)
	X4.2	0,908	Valid (>0.227)	0,907	Reliable (>0,6)
	X4.3	0,936	Valid (>0.227)	0,934	Reliable (>0,6)
	X4.4	0,731	Valid (>0.227)	0,731	Reliable (>0,6)
Employee Performance (Y ₂)	X5.1	0,822	Valid (>0.227)	0,821	Reliable (>0,6)
	X5.2	0,918	Valid (>0.227)	0,917	Reliable (>0,6)
	X5.3	0,711	Valid (>0.227)	0,712	Reliable (>0,6)
	X5.4	0,830	Valid (>0.227)	0,831	Reliable (>0,6)
	X5.5	0,786	Valid (>0.227)	0,787	Reliable (>0,6)

Source: Data processed, 2020

Based on the research results of the questionnaire distributed to 39 respondents, it can be seen that the results of the PLS data processing show that the r results of all variables stated are higher than r tables. Thus it can be concluded that the questionnaire on each indicator is said to be valid and can then be used in research.

While based on the results of the reliability test, it is known that the Cronbach alphabet number is higher than the minimum number value (0.60) therefore it can be concluded that the research instrument used to measure leadership style variables, empowerment, motivation, work discipline, and employee performance can be said to be reliable and further can be used in research.

Hypothesis Results

This study To observe the factors that influence work discipline and employee performance, this study will use factors that can directly affect work discipline and employee performance in Sungai Kunjang District, Samarinda City. Variables taken to represent these factors are leadership style, empowerment, and motivation. Variables are defined first, and then how they can directly or indirectly affect work discipline and employee performance.

The significance of the hypothesis of the existence of a hypothesis can be used t-table comparison and t-statistics. If the t-statistic value is higher than the t-table value, it means that the hypothesis is supported. For 95% confidence (alpha 5%), the t-table value for the one-tailed hypothesis is > 1.96. Thus if the t-statistic value > 1.96, the research hypothesis is proven.

The SmartPLS program is carried out by a t-test on each track. The test results can be seen in Table 2 below:

Table 4: Estimation Parameter Modal Structural

Variables	Original Sample Estimate	Mean of Sub Samples	Standard Deviation	T-Statistic	P-Values	Conclusions Against Hypotheses
Leadership Style → Work Discipline (H ₁)	0,242	0,271	0,179	1,349	0,178	Rejected
Empowerment → Work Discipline (H ₂)	0,354	0,330	0,236	1,499	0,134	Rejected
Motivation → Work Discipline (H ₃)	0,269	0,282	0,215	1,251	0,212	Rejected
Leadership Style → Employee Performance (H ₄)	0,337	0,362	0,148	2,269	0,024	Accepted
Empowerment → Employee Performance (H ₅)	0,151	0,174	0,177	0,852	0,394	Rejected
Motivation → Employee Performance (H ₆)	0,188	0,179	0,157	1,199	0,231	Rejected
Work Discipline → Employee Performance (H ₇)	0,340	0,295	0,193	1,759	0,079	Rejected

Source: SmartPLS output

Based on the results of the analysis in table 4 above, the following research findings can be discussed:

1. Leadership style has a positive influence on work discipline with a value of 0.242. It can be seen that the leadership style has no significant effect on work discipline because of t-statistics (1.349 < 1.96). Hence, the results of the study are not in line with the hypothesis stating leadership style has a significant effect on work discipline.
2. Empowerment provides a positive influence on work discipline with a value of 0.354. It can be seen that empowerment does not have a significant effect on work discipline because of t-statistics (1.449 < 1.96). Hence, the results of the study are not in line with the hypothesis that empowerment directly influences significant to work discipline.
3. Motivation provides a positive influence on work discipline with a value of 0.269. It can be seen that motivation provides an insignificant influence on work discipline because of t-statistics (1.251 < 1.96). Hence, the results of the study are not in line with the hypothesis that motivation directly influences significant to work discipline.
4. Leadership style has a positive influence on employee performance, with a value of 0.337. It can be seen that the leadership style has a significant influence on employee performance because of t-statistics (2.269 > 1.96), so the results of the study are in line with the hypothesis that the leadership style has a significant effect on employee performance.
5. Empowerment provides a positive influence on employee performance with a value of 0.151. It can be seen that empowerment does not have a significant effect on employee performance because of t-statistics (0.852 < 1.96). Hence, the results of the study are not in line with the hypothesis that empowerment has a significant effect on employee performance.
6. Motivation has a positive influence on employee performance, with a value of 0.188. It can be seen that motivation does not have a significant effect on employee performance due to t-statistics (1,199 < 1.96). Hence, the results of the study are not in line with the hypothesis, which states that motivation has a significant effect on employee performance.

7. Work discipline has a positive influence on employee performance, with a value of 0.340. It can be seen that work discipline does not have a significant effect on employee performance due to t-statistics (1.759 < 1.96). Hence, the results of the study are not in line with the hypothesis stating work discipline significant effect on employee performance.

IV. CONCLUSION

To improve work discipline and employee performance, the regional apparatus organization must pay attention to the research factors examined in the study. Because the results of the study found that only the leadership style had a significant positive effect on employee performance. While other research variables did not show significant results. Many factors must be considered by the organization to continuously improve work discipline and employee performance, including leadership style, empowerment, and motivation.

The leadership style of leaders in organizations is essential in the cycle and comfort of an organization for employees who work. With the right and assertive leadership style can improve work discipline and employee performance. Empowerment within a government organization is still quite heavy to carry out because these things are usually in line with the state of the budget or APBD in each organization. So to overcome this, the organization in this research that is the Sungai Kunjang District of Samarinda City must be able to innovate to improve employee performance even though the budget for employee empowerment is limited. With the right leadership style and the innovation of the organization to empower employees, employees will automatically be motivated to work within an organization and usually will increase work discipline, because if employees in an organization feel comfortable with the atmosphere and circumstances in the organization, it makes them happier to be in the office. This will make employees improve their performance.

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