

The Influence of Leadership and Motivation on Work Discipline in Honorary Employees of the Siak District Transportation Service

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ABSTRACT

This research aims to investigate whether leadership and motivation have a significant impact on employee work discipline. This research uses a quantitative study using a survey method through questionnaires distributed to employees, especially honorary employees of the Siak district transportation service, with a total of 66 respondents. This research is explanatory in nature which explains the relationship between variables through hypothesis testing. Data analysis was carried out based on a questionnaire that had been distributed in the form of themes and categories that identified emerging patterns and trends. Data analysis was carried out using the SPSS application. The results of the research show that the partial leadership test has a significant effect on the work discipline of honorary employees of the Siak district transportation service with the results obtained by a calculated t value of $2.244 > t$ table 1.99834 and a sig value. $0.028 < 0.005$, while motivation has no significant effect on the work discipline of honorary employees of the Siak district transportation service with a t value of $1.772 < t$ table of 1.998 and a sig. $0.081 > 0.005$. Then simultaneously leadership and motivation have a significant effect on the work discipline of honorary employees of the Siak district transportation service by obtaining a calculated F value of 5.359 while the F table is 3.14, so F calculated $> F$ table.

Keywords: Leadership, Motivation, Work Discipline, Honorary Employees of the Siak Regency Transportation Service

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INTRODUCTION

Every organization realizes that the success of an organization in the future depends on human resource factors (Afandi & Elfiswandi, 2020). Human resources play a role in determining the progress or development of an organization. Organizations that carry out a mission of service to the community are required to have the quality of working with discipline. The reason is that the success of a service organization is assessed by how satisfied stakeholders (those who receive the service) are satisfied with the service they receive (Rizal, 2019).

Discipline is an operative function of human resource management that is no less important, because the better the discipline, the higher the work performance achieved. Organizations that are not disciplined will find it difficult to achieve optimal results (Arnawa & Surata, 2020). The transportation service is a state-owned organization or agency which has the main task of carrying out regional government affairs in the field of transportation based on the principles of regional autonomy and assistance tasks. The transportation service in Siak Regency is located in the Tengku Agung office complex, Menpura sub-district, Siak Regency. In this research, the problem highlighted is the discipline of honorary employees who work in the field. From the results of extracting information in the field with several honorary employees in field assignments, researchers found that there were problems with indiscipline in Siak district's honorary employees, such as collecting work assignments not on time, employees often playing truant, employees coming to work late, and employees not obeying agency regulations. The level of discipline of each employee is greatly influenced by several factors, one of which is leadership. Leadership can be defined as a process or activity that aims to direct people's behavior to obtain desired results (Hamzah & Sarwoko, 2020).

Leadership is an activity carried out by leaders to influence and direct and manage subordinates or groups as an effort to achieve organizational or group goals (Ramadhani, 2016). Leadership in an organization plays a very important role in influencing employee discipline, where the role of a leader in developing and empowering employees is very necessary for the goal of the success of the agency and conversely, if the leader's role is not optimal in supervising employee discipline, the agency will find it difficult to achieve good discipline goals. Apart from leadership, another factor that influences work discipline is work motivation. Motivation is the urge to work which is very crucial for achieving a goal, so humans must be able to develop work motivation as high as possible (Taufiq & Baharuddin, 2020). Employees can be said to not be completely good at work discipline if there are still problems in terms of the level of utilization of working hours not being optimal, lacking personal responsibility in completing reports on activities that have been carried out (Mawarsih, 2020).

This research aims to investigate whether leadership partially has a significant effect on work discipline and motivation partially has a significant effect on work discipline, and simultaneously leadership and motivation have a significant impact on employee work discipline.

There is a research gap in several previous studies, including research conducted by Rakhmawan (2019) which states that leadership does not have a significant effect on work discipline because a leader is able to see and understand problems quickly and precisely. And Andry's (2018) research shows that motivation has a negative effect on discipline, employees who work dedicatedly solely because they feel they have received opportunities to actualize or achieve maximum self-realization. Based on the background and the existence

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of a research gap in previous research, the researcher is interested in researching with the title: " The influence of leadership and work motivation on work discipline among honorary employees of the Siak district transportation service"

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Work discipline is a construction development process for interested employees because work discipline is shown in actions, not in people. Discipline is also a training process for employees so that employees can develop self-control and be more effective at work. Both civil servants and honorary employees play an important role in providing services to the community (Manik, 2017). Meanwhile, according to Sinambela (2018), work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Thus, work discipline is a tool that leaders use to communicate with employees so that they are willing to change their behavior to follow established rules.

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader tries to influence the behavior of other people, then those other people need to think about their leadership (Reza Aditya, 2016). Leadership is a human factor, binding a group together and providing motivation to achieve the goals previously set by the organization. Without effective leadership, employees tend to be directionless, dissatisfied and less motivated (Damri, 2017). According to Alif (2020) motivation is getting a person to exert a high degree of effort, which means motivation makes a person work to achieve more. Work motivation is an encouragement that makes employees do a job as well as possible. With high work motivation, employees will compete to be the best employees in a company. This will have a positive impact on employee discipline (Febriyanto, 2017) .

Leadership greatly influences work discipline where the factors that cause poor employee work discipline are a complex problem caused by many factors. Leadership factors contribute to employee work discipline so it is recommended that future organizational development should be more directed at leadership development. Every leader is said to be effective in his leadership, if his subordinates are well disciplined (Nazar, 2017).

H1 : The influence of leadership on work discipline

The motivation that employees have can be a tool to help them achieve their needs and adapt to their environment. Having a positive attitude towards working conditions can help encourage employees to become more motivated and better at improving performance. Research conducted (Nugraheni & Oktaria, 2017) explains that there is a positive influence of motivation on work discipline.

H2 : The influence of work motivation on work discipline

A leader will play the role of directing and motivating employee work in accordance with organizational goals. In reality in society, we can see that some employees are very enthusiastic about working, or are very disciplined with organizational regulations or provide maximum work contributions as a form of loyalty to the organization. On the other hand, sometimes we see employees coming to work and leaving work as they please, lacking discipline or working only to carry out obligations given by the company. In Yapentra's research (2017), leadership and work motivation had a positive and significant effect on employee work discipline at Posmetro Mandau Duri.

H3 : The influence of leadership and work motivation on work discipline

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METHOD

This type of research is quantitative, namely collecting, processing, simplifying, presenting and analyzing data quantitatively (numbers) and descriptively (sentence descriptions) in order to provide a clear picture of the problem under study, namely, leadership, work motivation and discipline. Siak district transportation department work.

The time the research is carried out is calculated from the completion of the research proposal. Starting from July 2021 to September 2021. The population in this study was 195 honorary employees of the Siak Regency Transportation Service. The author's sampling technique uses the Slovin formula. From the calculations the results obtained were 66, so the number of samples studied was 66 people. The data collection technique used is a questionnaire. A questionnaire is a list of questions or statements about a certain topic that is given to subjects, both in groups, to obtain certain information. Where the author distributed the questionnaire to employees at the Siak district transportation service using a Likert scale in checklist form, where each question had options, namely: Strongly agree (5), Agree (4), Disagree (3), Disagree (2), Strongly disagree (1).

The data analysis technique used in this research is quantitative data analysis using statistics. This research data processing uses the SPSS 20 application to carry out multiple linear regression tests, classical assumption tests, hypothesis tests, and coefficient of determination tests. This research is to analyze the influence of leadership variables, motivation variables on work discipline variables of honorary employees of the Siak district transportation service.

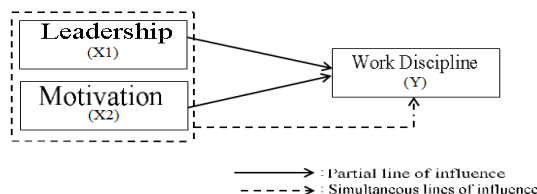


Figure 1. Research Model

Source: Concepts used in this research

RESULT AND DISCUSSION

Table 1. Leadership validity test results (X1)

Statement no	rcount	rtable	Status
1	,418	,244	Valid
2	,526	,244	Valid
3	,340	,244	Valid
4	,345	,244	Valid
5	,636	,244	Valid
6	,784	,244	Valid
7	,707	,244	Valid
8	,570	,244	Valid

Source: 2021 Research Data

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From the table above for each leadership variable statement, it turns out that all statements have valid status.

Table 2. Motivation validity test results (X 2)

Statement no	rcount	rtable	Status
1	,500	,244	Valid
2	,457	,244	Valid
3	,446	,244	Valid
4	,446	,244	Valid
5	,522	,244	Valid
6	,626	,244	Valid
7	,309	,244	Valid
8	,328	,244	Valid

Source: 2021 research data

From the table above for each motivation variable statement, it turns out that all statements have valid status.

Table 3. Work discipline validity test results (Y)

Statement no	rcount	rtable	Status
1	,503	,244	Valid
2	,474	,244	Valid
3	,440	,244	Valid
4	,789	,244	Valid
5	,757	,244	Valid
6	,739	,244	Valid

Source: 2021 research data

From the table above for each work discipline variable statement, it turns out that all statements have valid status.

Table 4. Variable reliability test results

Variable	Alpha Value	Status
Leadership (X 1)	,649	Reliable
Motivation (X 2)	,609	Reliable
Work discipline (Y)	,663	Reliable

Source: 2021 research data

The reliability value of the instrument above shows that the level of reliability of the research instrument is adequate because it is close to 1 (>0.60).

Table 5. Normality test results

Unstandardized Residuals		
N		66
Normal Parameters a, b	Mean	.0000000

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	Std. Deviation	2.39924275
	Absolute	,078
Most Extreme Differences	Positive	,044
	Negative	-.078
Kolmogorov-Smirnov Z		,078
Asymp. Sig. (2-Tailed)		,200 d

Source: 2021 research data

Based on the output above, it can be seen that the Sig. (2-tailed) of $0.200 > 0.05$. Therefore H_0 cannot be rejected. This means that the standardized residual value is declared to be spread normally.

Table 6. Multicollinearity test results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Leadership (X 1)	,942	1,062
Motivation (X 2)	,942	1,062

Source: 2021 Research Data

The two independent variables, namely leadership and motivation, have variance inflation factors (VIF) that do not exceed 4 and 5 so that no multicollinearity was found in the independent variables of this study.

Table 7. Heteroscedasticity test results

Model	Sig
(Constant)	,029
Leadership (X 1)	,056
Motivation (X 2)	,832

Source: 2021 research data

Based on the output above, it is known that there are no symptoms of heteroscedasticity. This is because sig. the leadership variable on the absolute residual is $0.056 > 0.05$ and the sig of the motivation variable on the absolute residual is $0.832 > 0.05$.

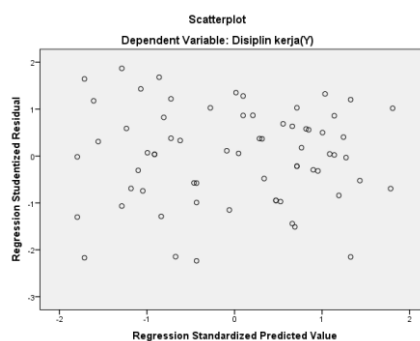


Figure 2. Dependent Variable Scatterplots

Table 8. Multiple linear regression test results

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Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	11,340	4,144	
Leadership(X 1)	,237	.106	,269
Motivation(X 2)	,185	.105	,213

Source: 2021 research data

The equation above shows that all independent variables (X 1 and Variable X 1 (leadership)) has the largest relative contribution between the two variables.

Table 9. T test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,340	4,144		2,736	,008
Leadership	,237	.106	,269	2,244	.028
Motivation	,185	.105	,213	1,772	,081

Source: 2021 research data

- 1) The leadership variable has a t test statistic of 2.244 with a significance of 0.028. The statistical value of the calculated t test is greater than the t table ($2.244 > 1.99834$) and significantly t is smaller than α (0.05). This test shows that **H 1 is accepted** so it can be concluded that the leadership variable has a significant effect on the work discipline variable.
- 2) The motivation variable has a t test statistic of 1.772 with a significance of 0.081. The statistical value of the calculated t test is smaller than the t table ($1.772 < 1.99834$) and the significant value of t is greater than α (0.05). This test shows that **H 2 is accepted** so it can be concluded that the motivation variable does not have a significant effect on the work discipline variable.

Table 10. F test results

Model	Sum Of Squares	Df	Mean Square	F	Sig.
1 Regression	63,654	2	31,827	5,359	.007 b
Residual	374,164	63	5,939		
Total	437,818	65			

Source: 2021 research data

Based on the table above, it shows that the calculated F value is 5.7975, while the F table is 3.14, so $F_{\text{calculated}} > F_{\text{table}}$. So H_a is accepted and H_o is rejected so that it can be concluded that variables X 1 (leadership) and X 2 (motivation) together influence variable Y (work discipline). This means that work discipline can be improved when the quality of employee leadership and motivation is also improved.

Table 11. Coefficient of determination test results

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.381 a	.145	.118	2,437

Source: Research data

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It can be seen that the value of $R = 0.145$ and R^2 (R square) = 0.118. This means that the regression model obtained is able to explain the leadership and motivation variables on work discipline by 11.8% while the remaining 88.2% is influenced by other variables not included in this research.

The influence of leadership on work discipline, based on the results of the research above regarding the influence of leadership on work discipline, the results obtained were a calculated t value of $2.244 > t_{table} 1.99834$ and a sig value. $0.028 < 0.005$ so it can be concluded that the hypothesis H_a is accepted and H_o is rejected, meaning that the leadership variable has a significant effect on work discipline. This means that how the superior leads will determine how the employee behaves, including the employee's work discipline. The influence of leadership on employee work discipline where the leader is a person who has the right or authority to give tasks and orders, as well as provide ideas and thoughts to employees. A leader must be able to create integration (renewal) that can encourage and improve employee work discipline in working to achieve the agency's goals and objectives optimally. This research supports previous research by Sari (2020) which states that leadership influences work discipline because leaders play a very important role in determining employee discipline and leaders are used as role models for good discipline.

The influence of motivation on work discipline, based on the results of the research above regarding the influence of motivation on work discipline, the results obtained are that the motivation variable has a calculated t value of $1.772 < t_{table} 1.998$ and a sig value. $0.081 > 0.005$. So, it can be concluded that the H_a hypothesis is rejected and H_o is accepted, meaning that the motivation variable does not have a significant effect on work discipline. So it can be concluded that partially motivation has no influence on work discipline among honorary employees of the Siak district transportation service. From one's work motivation, one's success and success in life can be predicted. However, in this study the motivation that emerged from the employees was very low, their self-confidence was low and this created obstacles in their lives, both in interacting with other individuals and at work. Motivation alone will not improve the work discipline of honorary employees of the Siak district transportation service. The results of this research are not in line with previous research by Saputra (2019) which stated that motivation has a positive and significant effect on work discipline because the better the motivation an employee has, the more it will be reflected in work discipline. Motivation is the effort and desire within humans that activates, empowers and directs behavior to carry out tasks well within the scope of their work (Winarto, 2020). This research supports previous research conducted by Robbins and Mary in Rukhayati (2018) which states that motivation is the willingness to make a high level of effort to achieve organizational goals which are conditioned by the ability of the effort according to the needs of a number of individuals. The influence of motivation on employee work discipline is that motivation is a force that encourages a person to do work. If the leadership has provided and implemented good motivation and is in line with the goals of the agency or company, then employees will also have an influence on discipline. So that a leader also gets what he wants and the organization will be able to achieve its goals.

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The influence of leadership and motivation on work discipline, based on simultaneous research results, shows that the calculated F value is 5.359, while the F table is 3.14, so $F_{\text{calculated}} > F_{\text{table}}$. So H_a is accepted and H_o is rejected so that it can be concluded that variables X 1 (leadership) and X 2 (motivation) together have an influence on variable Y (work discipline). Leadership and motivation variables on work discipline amounted to 11.8% while the remaining 88.2% was influenced by other variables not included in this research. This means that work discipline can be improved when the quality of employee leadership and motivation is also improved. From this description it can be concluded that leadership and motivation have a significant relationship to employee work discipline. This is also reinforced by previous research, conducted by Fauzan (2017), that there is a positive and significant influence between leadership and motivation on employee work discipline. Thus, if leadership and motivation are jointly improved, employee work discipline will also improve.

RESEARCH LIMITATIONS

This research was attempted and carried out in accordance with scientific procedures, however it still has limitations, namely:

- 1) The factors that influence employee work discipline in this research only consist of 2 variables, namely leadership and motivation, while there are many other factors that influence employee work discipline.
- 2) There are limitations to research using questionnaires, namely that sometimes the answers given by the sample do not show the real situation.

CONCLUSION

Partially, the influence of leadership on work discipline among honorary employees of the Siak district transportation service resulted in a significant influence. This means that how the superior leads will determine how the employee behaves, including the employee's work discipline. Then the influence of motivation on work discipline, the results obtained were that there was no significant influence. This means that there are still many employees who do not have good motivation to work so that this is not able to encourage employee work discipline. Simultaneously shows that variables X 1 (leadership) and X 2 (motivation) together influence variable Y (work discipline). This means that work discipline can be improved when the quality of employee leadership and motivation is also improved.

SUGGESTION

Based on the conclusions above, the researcher tries to provide suggestions as input, namely as follows:

- 1) Leadership is the way a leader acts and/or how he influences his members to achieve certain goals. Or it can be said that leadership is a norm of behavior used by someone when that person tries to influence the behavior of other people. Based on the research results, leadership has been assessed as good by honorary employees of the Siak district transportation service. However, even so, superiors must maintain employee trust so that employees continue to work as they should for the goals that have been set.
- 2) Motivation is the effort and desire within humans that activates, empowers and directs behavior to carry out tasks well within the scope of their work. Based on the research results, there is still a lack of motivation among honorary employees of the Siak district transportation service, which encourages employees to lack discipline when working.

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Therefore, organizations need to provide sufficient understanding and good strategies so that employees continue to work according to the rhythm of the organization.

- 3) Work discipline is something that is important to apply to all employees. Based on research results, work discipline will increase when the quality of leadership and motivation is improved. Apart from that, it is hoped that further research can examine other variables that play a role in forming work discipline. This is because there are many other factors that play a role in influencing employee work discipline. As explained by Herlena (2016), the factors that influence work discipline include personality factors and environmental factors.

Table 12. Recap of Honorary Employee Absence List
From January 2020 - December 2020

Month	JHK (Day)	JP (person)	Number of Absences	Absence Rate
January	26	194	38	0.75
February	25	194	68	1.4
March	25	194	43	0.88
April	23	194	87	1.94
May	18	194	48	1.37
June	26	194	93	1.84
July	26	195	56	1.1
August	24	195	63	1.34
September	26	195	45	0.88
October	24	195	87	1.85
November	24	195	64	1.36
December	22	195	46	1.07
Average				1,315

Source: (Siak Regency Transportation Service Secretariat, 2020)

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