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Leadership Model to Increase Employee Motivation and Discipline

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Abstract: The goal of this research is to analyze how Leadership and Work Motivation impact Work Discipline. Conducted through explanatory quantitative research in thirty manufacturing companies based in DKI Jakarta with a sample size of eighty respondents, the study employed the SEM-PLS approach. The findings indicate that Leadership has a direct effect on Work Discipline in manufacturing companies located in DKI Jakarta, while Work Motivation also directly influences Work Discipline in the same companies.

Keyword: Leadership, Motivation, Discipline.

INTRODUCTION

Within a company or organization, leadership plays a crucial role in achieving goals. It involves using communication to influence people, issuing instructions or orders, and taking actions that inspire positive change and elicit responses. Leadership is a dynamic force that motivates and coordinates organizations towards their objectives, while also creating trust, self-esteem and support among subordinates. As Brahmasari (2008) notes, these qualities are essential for achieving organizational success.

In today's modern era of transparency, leadership plays a crucial role in guiding employees. Effective leadership is one that empowers and motivates them to carry out their duties with confidence. It's a pivotal factor in promoting employee motivation at work. A skilled leader creates a conducive environment that enables employees to fulfill their responsibilities successfully. According to Malayu S.P. Hasibuan, "Leadership is the art of

influencing subordinates' behavior to encourage cooperation and productivity in achieving organizational goals."

Mobilizing the group or organization's talents for the greater good is a daunting task that leaders frequently encounter. Regrettably, some leaders misuse their power by commanding their subordinates without considering their circumstances. This inevitably results in disharmony within the organization.

Effective leadership often requires possessing a certain innate leadership quality. A leader, typically skilled in a specific area, has the ability to inspire others and rally them towards achieving common objectives. As Kartono (2001) posits, a leader's success is dependent on their leadership skills and competencies.

Every action performed by a human being is driven by a conscious or subconscious motivation that aims to fulfill a certain need. Similarly, employees are motivated by several factors such as income and personal satisfaction, recognition from colleagues and superiors, and an overall sense of belonging and appreciation from their social circle at work. The willingness of employees to work is determined by their ability to integrate their personal needs with the needs of the workplace and the influence of both physical and social environments. Pandji Anoraga (2003) states that the strength of work motivation is dependent on the successful integration of these various factors.

At the core of motivation lies the word "motive." These are the impulses that propel us into action. They take on the form of an inner declaration, furnishing the power to directly move towards a goal through behavioral channels. (Handyaningrat, 1995). A person's high level of motivation is evidenced by their tireless efforts to help achieve the goals of their work unit and organization. Conversely, an individual who lacks motivation will only exert the minimum effort required for any task at hand. (Winardi, 2000).

Humans are propelled to act by a fundamental force, which is rooted in their needs and desires. These needs are both physical and abstract, and are identified as the driving factor or motive for human action. According to Danim (2004), motivation is the impulse that compels individuals to act, and is characterized by a desire to perform actions that are beneficial from both personal and organizational perspectives. Ultimately, motivation is the driving force that inspires individuals to contribute their best to the success of an organization, ensuring its goals are achieved (Sondang P. Siagian, 2002).

Employee work discipline is heavily influenced by their level of motivation. As humans possess innate differences in their qualities, motivation is integral to driving an employee's performance. Within organizations and companies, the varied behavior of individuals makes motivation a crucial focal point for leaders and managers. By understanding and nurturing motivation, a leader or manager can effectively collaborate with their team and improve overall performance.

LITERATURE REVIEW

Leadership

James M. Black, in Sadili Samsudin's (2010: 287) words, defines leadership as the capacity to persuade and motivate individuals to operate as a cohesive team with a shared goal.

Indriyo Gitusudarmo and I Nyoman Sudita define leadership as a process that involves influencing individuals or groups to achieve specific goals in particular situations. Leaders play a crucial role in executing strategies for change. They are responsible for setting the direction of the company, communicating with employees, providing motivation, and conducting periodic long-term reviews. (Rivai, 2009:821)

According to Pabundu Tika (2010:63), leadership is the art of inspiring others to channel their will and abilities towards achieving set objectives. The quality of leadership, as

posited by Ryas Rasyid (2002:185), is determined by an individual's ability to cultivate collective consciousness among their community towards achieving their goals. Additionally, a leader should have the skills to enhance the discipline of their followers, be it members of an organization or a community they lead.

Siagian (2002:51) identifies the following as observable signals of effective leadership:

Establishing a climate of mutual trust is crucial in the relationship between a leader and their subordinates. It's an expected dynamic that can help to cultivate a healthy work environment.

Valuing the ideas of subordinates is crucial. Leaders in institutions and agencies who appreciate their subordinates' input can introduce a unique perspective, enlivening the ideas of their team.

Consider the emotions of your subordinates. This demonstrates that a manager's approach should prioritize the human element of leadership behavior, reflecting their perception of people.

Ensuring subordinates' work comfort and well-being is crucial. The dynamics of individuals and groups play a significant role in shaping expectations for individual conduct.

One of the fundamental aspects of leadership is the welfare of subordinates. A leader's role is twofold: maintaining a positive relationship with team members and ensuring the successful completion of tasks.

When managing a team, it is crucial for a leader to consider the job satisfaction of their subordinates in completing tasks. By doing so, they can establish a productive and harmonious relationship between themselves and their team members. Therefore, it is essential for leaders to identify and address the factors that contribute to their subordinates' job satisfaction.

One crucial aspect of effective leadership is acknowledging and respecting the status of subordinates in a professional and appropriate manner. A leader who is responsible and trustworthy in the eyes of their subordinates is one who displays an attitude of recognition towards their team.

Work Motivation

According to Filippo and Hasibuan (2003:33), motivating employees is a valuable skill as it involves directing individuals and organizations towards success. This entails fulfilling both the aspirations of the employees and the goals of the organization simultaneously.

Porter, Miles, and Mundarti (2007:31) proposed that work motivation is shaped by an interdependent system of three key factors: individual characteristics, job characteristics, and work situation characteristics. These factors are intricately linked and mutually influential.

The unique characteristics of individuals including their interests, attitudes, and needs, have a profound impact on their motivation to work. Given that no two individuals are alike, their levels of motivation will inevitably vary too.

The characteristics of a job encompass the responsibilities, tasks, and satisfaction levels associated with a particular position. As per Herzberg in Mundarti (2007:31), job satisfaction can be attributed to two distinct categories, namely satisfying factors (motivator factors) and non-satisfactory factors (hygienic factors). The factors leading to job satisfaction relate to the job's nature and the rewards bestowed for job performance.

Work situations are divided into two categories based on their characteristics: the immediate work environment and organizational actions. The former is composed of co-workers' and supervisors' attitudes and actions, as well as leaders and the climate they create.

According to Hasibuan's research in 2009 (p.53), factors that demonstrate employee motivation and lead to improved performance include: Responding to workers' needs,

remuneration offered in monetary form should provide not only the minimum physical requirements but also enough purchasing power for a decent standard of living.

The company's approach to leadership is underpinned by a strong emphasis on fair compensation for workers, provision of advancement opportunities, stability, and transparency in troubleshooting business challenges. These policies are critical to the company's overall success.

Effective supervision is characterized by a coaching and persuasive approach that avoids being overly rigid and forced. This helps to maintain a human touch and prevent any negative impact on the company.

The dynamics of human interaction significantly impact work discipline, motivation and productivity. Be it vertical relationships, such as between superiors and subordinates, or horizontal relationships between peers, the quality of workplace relationships is a key determinant of success.

Employee discipline and motivation are greatly affected by a sense of security in regards to the future. When there is uncertainty regarding the future of employees and the company, it results in a lack of a long-term working relationship.

Work Dicipline

Singodimedjo and Sutrisno (2015: 86) define work discipline as adhering to the norms and regulations of one's surroundings, while Hasibuan (2012: 193) views it as an individual's awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, Keith Davis, as cited by Mangkunegara (2011:129), explains work discipline as the management's approach to upholding organizational guidelines.

According to Veithzal Rivai (2005:444), work discipline comprises various elements that serve as markers of discipline, such as: An employee's punctuality is a fundamental gauge of their discipline at work. Poor work ethic often manifests in tardiness.

Compliance with work regulations is a key attribute of diligent employees. Adhering to work procedures and following the company's established guidelines are integral to their work ethic.

The degree to which an employee adheres to work standards is evidenced by the level of responsibility they exhibit in completing assigned tasks.

Maintaining a high level of vigilance, employees exhibit caution, precision, and thoroughness in their work. They utilize resources efficiently, effectively, and with great care. Maintain ethical standards in the workplace. Inappropriate behavior towards co-workers or the local community is considered a disciplinary offense. Thus, acting ethically in the workplace is a crucial component of employee work discipline.

Theoretical Framework

Leadership style and work discipline share a connection, as shown by research from Tintami (2012) and Aditya (2010). Meanwhile, Susanty (2012) and Erza (2011) found that a positive work motivation is linked to better work discipline. Effective leadership, according to Hasibuan (2012), hinges on well-disciplined subordinates. Kartono (2014) emphasized that wise leadership, consistency in rules and procedures, and avoiding favoritism are all crucial for discipline to thrive and prevent negative emotions such as prejudice, resentment, and envy from arising.

METHODS

In this research, a quantitative method with an explanatory approach was employed, utilizing a sample group comprising 80 employees from 30 manufacturing companies in DKI Jakarta. The statistical analysis rule of thumb was used to obtain the sample, and data

were collected using a questionnaire with a Likert scale. To analyze the data, Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach was used. The study's hypotheses are as follows:

Table 1. Research Hypotesis

No.	Direct Hypothesis
H1	Leadership has a direct influence on Work Dicipline
H2	Work Motivation has a direct influence on Work Dicipline

RESULT AND DISCUSSION

Validity and Reliability

Table 2. Outer Model Evaluation

Variables	Sub-Variables	Cross Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)	Critical Value
Leadership	A Cilmate of Mutual Trust	0.796	0.930	0.844	1.0000
	Respect of Subordinates idea	0.778	0.934	0.889	1.0000
	Take into account the feelings of subordinates	0.765	0.967	0.814	1.0000
	Attention to work comfort for subordinates	0.782	0.943	0.854	1.0000
	Attention to the welfare of subordinates	0.667	0.823	0.954	1.0000
	Taking into account the job satisfaction factor of subordinates	0.683	0.833	0.963	1.0000
	Recognition of the status od subordinates appropriately and profesionally	0.655	0.890	0.931	1.0000
Work Motivation	Individual characteristics	0.645	0.866	0.967	1.0000
	Job characteristics	0.645	0.876	0.968	1.0000
	Characteristics of work situations	0.645	0.812	0.969	1.0000
Work Dicipline	Reply Service	0.696	0.830	0.944	1.0000
	Company Policy	0.678	0.834	0.989	1.0000
	Supervision	0.665	0.867	0.914	1.0000
	Human Relations	0.682	0.843	0.954	1.0000
	Sense of Security	0.670	0.831	0.913	1.0000

As per the information presented in Table 2, the Wrap-PLS application has processed the data, indicating convergent validity in the study. The loading factor value for each variable is above 0.5, affirming that the questionnaire instrument used in this study is valid and accurately represents the conditions of leadership, work motivation, and work discipline. Additionally, the table shows that the AVE value is greater than 0.5, indicating that the research questionnaire has met discriminant validity. Furthermore, the composite reliability

values for the variables are more than 0.70, rendering the research feasible to continue in the hypothesis testing process.

Hypotheses Testing

Table 3. Direct Impact

Hypothesis	Impact	Path Coefficients	t-test	Result
H1	Leadership ->> Work Dicipline	0.776	18.332	Significant
H2	Work Motivation ->> Work Dicipline	0.732	18.557	Significant

Table 3 reveals an interesting finding - the t-test value in hypothesis 1 exceeds t-table 1.99. These results indicate a significant correlation between Leadership and Work Discipline. Furthermore, the t-test results for hypothesis 2 also surpass t-table 1.99, revealing a noteworthy link between Work Motivation and Work Discipline.

H1: The Effect of Leadership on Work Dicipline

Effective leadership has a significant impact on work discipline behavior, as employees who experience adequate guidance and support from their leaders tend to exhibit discipline across all organizational activities. A study validating this finding supports earlier research conducted by Tintami (2012), Aditya (2010), Susanty (2012), Erza (2011), Hasibuan (2012), and Kartono (2014) that establishes a strong correlation between leadership and work discipline.

H2: The Effect of Work Motivation on Work Dicipline

The investigation and hypothesis testing outcomes indicate that work motivation has a positive influence on work discipline in this study. The findings suggest that when employees are motivated, they tend to exhibit better discipline within the organization. This study further corroborates previous research by Tintami (2012), Aditya (2010), Susanty (2012), Erza (2011), Hasibuan (2012), and Kartono (2014), who have similarly concluded that work motivation enhances employee discipline.

CONCLUSION

The impact of leadership and work motivation on the work discipline of employees within an organization was revealed by the study results. The findings indicated that leadership partially affects work discipline, indicating that employee comfort with their leader directly contributes to their discipline levels. Additionally, work motivation plays a key role in work discipline, with higher levels of motivation leading to more disciplined employees.

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