



FACTORS THAT INFLUENCE WORK DICIPLINE

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Abstract: This study aims to examine the effect of Leadership and Work Motivation on Work Dicipline. This study uses explanatory quantitative research on 30 manufacturing company in DKI Jakarta with 80 respondents processed using the SEM-PLS approach. The results of the study indicate that Leadership directly influences Work Dicipline on manufacturing company in DKI Jakarta and Work Motivation directly influence Work Dicipline manufacturing company in DKI Jakarta.

Keywords: Leadership, Work Motivation and Work Dicipline

INTRODUCTION

In an organization or company, leadership shows one important factor. Leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, an important dynamic force that motivates and coordinates organizations in achieving goals, the ability to create trust, self-esteem and support among subordinates so that organizational goals can be achieved (Brahmasari, 2008).

Leadership is an important factor in providing direction to employees, especially in today's times where everything is open, so the leadership needed is leadership that can empower employees. Leadership that can foster employee work motivation is leadership that can foster confidence in employees in carrying out their respective duties. Leadership is one of the factors that support employee motivation at work. A good leader will provide a conducive situation for employees to complete everything that is given to them. "Leadership is the way a leader influences the behavior of subordinates, so they are willing to cooperate and work productively to achieve organizational goals". (Malayu S.P. Hasibuan, 2002).

One of the toughest challenges that leaders often have to face is how they can mobilize their best abilities for the benefit of their group or organization. Often we find leaders who use their absolute power by ordering their subordinates without paying attention to the conditions that exist in their subordinates. This will obviously lead to a relationship that is not harmonious within the organization. In carrying out the leadership process, usually the person who does this must also have a leadership spirit as a human person. A leader is a person who has skills and

advantages, especially skills and advantages in one field, so that he is able to influence others to jointly carry out certain activities for the achievement of one or more goals (Kartono, 2001).

Every human action has a purpose or motivation, whether consciously or unconsciously, which is intended to meet the needs in question. Likewise, every employee's job or activity has a motivation, for example he expects income or salary, personal satisfaction from his work, increasing status, awards from colleagues, from his superiors and others. Employees as social beings at work not only pursue income but also expect that in their work they can be accepted and appreciated by fellow employees, they will also be happier if they can accept and help other employees. Work motivation is an employee's willingness to work that arises because of the encouragement from within the employee concerned as a result of the integration of the whole rather than personal needs, the influence of the physical environment and the influence of the social environment where its strength depends on the integration process (Pandji Anoraga, 2003).

Motivation has a root word motive. Motives are the driving force of humans to act and act. Motive is an inner statement in the form of power to act or move directly or through behavioral channels that lead to goals. (Handyaningrat, 1995). A person who is highly motivated is a person who makes substantial efforts to support the goals of his work unit and the organization in which he works. Someone who is not motivated will only give minimum effort in every job he does (Winardi, 2000).

Thus it can be concluded that there is a driving factor why humans act and act. This driving factor or motive is often identified with needs and desires, both physical and non-physical needs, motivation is defined as an impulse in humans to do an action. Motivation is the feeling or desire of someone who is and works under certain conditions to carry out beneficial actions from a personal and especially organizational perspective (Danim, 2004). Motivation is the driving force for someone to contribute as much as possible to the success of the organization so that its goals are achieved (Sondang P. Siagian, 2002).

Another factor that affects employee work discipline is work motivation. Motivation has a nature that cannot be separated from human nature which individually have different qualities from one another. Motivation becomes the actualization of an employee to improve his performance. In organizations and companies, the interactions that occur are between people who behave differently. Therefore, this motivation has a very important subject for a leader or manager, because a leader or manager must work together with others.

LITERATURE REVIEW

Leadership

According to James M. Black in Sadili Samsudin (2010: 287) leadership is the ability to convince and move others to want to work together under his leadership as a team to achieve a certain goal. According to Indriyo Gitusudarmo and I Nyoman Sudita in Danang Sunyoto (2012:34) leadership is a process of influencing the activities of individuals or groups to achieve goals in certain situations. Leaders are the key to implementing change strategies. The role of the leader is to set the direction of the company/organization, communicate with employees, motivate employees and conduct long-term reviews. (Rivai, 2009:821)

Pabundu Tika (2010:63) defines leadership as the art of influencing others to direct their will, ability and efforts to achieve leadership goals. Leadership quality refers to a person's capability to build collective awareness of a community to realize certain goals, as well as the ability to improve the quality of discipline of his followers, members of the organization or

community he leads. (Ryas Rasyid, 2002:185). The indicators of leadership (Siagian, 2002:51) that can be seen are as follows:

- 1) A climate of mutual trust. The expected relationship between a leader and his subordinates is a relationship that can foster a climate of mutual trust.
- 2) Respect for subordinates' ideas. Appreciation of the ideas of subordinates from a leader in an institution or agency will be able to give its own nuances for his subordinates.
- 3) Take into account the feelings of subordinates. From this it can be understood that attention to people is a managerial vision based on the human aspect of a leader's behavior.
- 4) Attention to work comfort for subordinates. The relationship between individuals and groups will create expectations for individual behavior.
- 5) Attention to the welfare of subordinates. A leader in a leadership function will basically always be related to two important things, namely the relationship with subordinates and the relationship related to the task.
- 6) Taking into account the job satisfaction factor of subordinates in complete the tasks entrusted to him. In an organization, a leader must always take into account what factors can lead to job satisfaction for subordinates in completing their tasks, thus a harmonious relationship between leaders and subordinates will be achieved.
- 7) Recognition of the status of subordinates appropriately and professionally. Leaders in dealing with subordinates who are relied on by subordinates are the attitude of leaders who recognize the status of subordinates appropriately and professionally.

Work Motivation

Work motivation is a skill in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved (Filippo and Hasibuan (2003:33). According to Porter and Miles, and Mundarti (2007:31), work motivation is a system influenced by three factors, namely individual characteristics, job characteristics, and work situation characteristics. The three motivational factors are interrelated with each other and influence each other.

- 1) Individual Characteristics. Each individual is different from one another in terms of interests, attitudes and needs. This situation will also affect their motivation to work.
- 2) Job Characteristics. Is the nature and duties of employees which include the number of responsibilities, types of tasks and the level of satisfaction that a person gets from the work itself. According to Herzberg in Mundarti (2007:31), job satisfaction arises from two separate sets of factors called satisfying factors (motivator factors) and non-satisfactory factors (hygienic factors). The causes of satisfaction are related to the nature of the job and to rewards that result directly from the performance of job duties.
- 3) Characteristics of Work Situations. Characteristics of work situations consist of two categories, namely: the immediate work environment and the actions of the organization as a whole. The immediate work environment includes the attitudes and actions of co-workers and supervisors as well as leaders and the climate they create.

Indicators of employee motivation in improving performance are (Hasibuan, 2009:53):

- 1) Reply Service. Remuneration in the form of money which is a source of purchasing power for workers at a level that is too low, for example, for minimum physical needs alone is not sufficient.

- 2) Company Policy. The policy of the company leadership, especially regarding the rights of workers to get a decent wage, opportunities for advancement, a sense of certainty, openness in the problems faced by the company.
- 3) Supervision. Supervision that is coaching and persuasive, is not rigid and forced and less human because it will have a negative effect on the company.
- 4) Human relations. Relationships between humans in the work environment, both vertical and horizontal relationships will affect work discipline and work motivation and productivity.
- 5) Sense of Security. A sense of security in facing the future will greatly affect employee discipline and motivation. Uncertainty about the future of employees and the company will not allow for a long-term working relationship.

Work Dicipline

According to Singodimedjo in Sutrisno (2015: 86) work discipline is an attitude of one's willingness and willingness to obey and obey the norms of the regulations that apply around him, while according to Hasibuan, 2012: 193) discipline is the awareness and willingness of a person to obey all company regulations and norms applicable social norms. Keith Davis in Mangkunegara (2011:129) argues that work discipline can be interpreted as the implementation of management to maintain organizational guidelines.

Veithzal Rivai (2005:444) explains that work discipline has several components that can be indicators of discipline, namely:

- 1) Presence. This is a basic indicator to measure discipline and usually employees who have low work discipline are accustomed to being late for work.
- 2) Obedience to work regulations. Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the company.
- 3) Adherence to work standards. This can be seen through the magnitude of the employee's responsibility for the tasks assigned to him.
- 4) High level of alertness. Employees who have high vigilance will always be careful, calculating and thorough in their work and always use things effectively and efficiently.
- 5) Work ethically. Some employees may engage in inappropriate behavior towards the local community or co-workers or engage in inappropriate behavior. This is a form of disciplinary action, so work ethically as a manifestation of employee work discipline.

Theoretical Framework

The research of Tintami (2012) and Aditya (2010) explained that leadership style has a simultaneous effect on work discipline. Furthermore, Susanty's (2012) and Erza (2011) research concluded that work motivation has a positive effect on work discipline. According to Hasibuan (2012) every leader is said to be effective. in his leadership, if his subordinates are well disciplined. According to Kartono (2014) discipline can work if the leader is wise, wise, sets an example, is disciplined, and implements all procedures consistently. He must avoid favoritism which can breed bad prejudice, resentment, social envy and jealousy.

RESEARCH METHOD

This study uses a quantitative method with an explanatory approach. The population in this study is the employees of manufacturing company in DKI Jakarta. The number of samples is 80 respondents from 30 manufacturing company in DKI Jakarta, where the sample is obtained

based on the rule of thumb from the statistical analysis used. The data collection technique in this study was a questionnaire using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The hypotheses in this study are:

Table 1. Research Hypotesis

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

FINDINGS 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 professionally	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

From table 2 above, it can be seen that the data that has been processed using the Wrap-PLS application indicates convergent validity in the study, showing that each variable has a loading factor value above 0.5 which means that the questionnaire instrument used in this study is valid and represents the condition of the leadership, work motivation and work dicipline. Then, from the table above, it can be seen that the AVE value is greater than 0.5, which means that this research questionnaire has met discriminant validity. In addition, the variables from the table above have met the composite reliability, where the value is more than 0.70, which means that the research is 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

Referring to table 3 above, it can be seen that the t-test value in hypothesis 1 is greater than t-table 1.99, which means that there is a significant influence between Leadership on Work Dicipline. Then, the results of the t-test on hypothesis 2 are also greater than t-table 1.99, which means that there is a significant effect between Work Motivation and Work Dicipline.

Discussion

H1: The Effect of Leadership on Work Dicipline

Leadership has a direct influence on work dicipline behavior, which means that employees who meet the leader as their as expected are always willing to be dicipline in all organizational activities. This study supports the results of research by Tintami (2012); Aditya (2010); Susanty (2012); Erza (2011); Hasibuan (2012); Kartono (2014) that there is a significant influence between Leadership and work Dicipline

H2: The Effect of Work Motivation on Work Dicipline

From the results of the calculation and hypothesis testing above, it can be seen that work motivation has a direct effect on work dicipline in this study, which means that employees who feel motivated at work well can be dicipline in the organization. This study supports the results of research by by Tintami (2012); Aditya (2010); Susanty (2012); Erza (2011); Hasibuan (2012); Kartono (2014) explained that employee Work motivation can increase dicipline.

Conclusions

The results showed that the rise and fall of work dicipline of employees in the organization was influenced by leadership and work motivation. Based on result study, it can be

seen that leadership has a partial effect on work discipline, which means that the more often employees comfort with their leader, the higher their discipline in the organization. Then, work motivation has an effect on work discipline, which means that the more motivated, the higher the employee's discipline.

Suggestions and Recommendations

The limitation of this study is that the research only focuses on leadership and work motivation as a factor that affects work discipline. In fact, the factors that affect work discipline are not only leadership and work motivation, but there is work engagement, empowerment, work environmental, and so on.

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