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The Influence of Leadership Behavior, Work Skills and Achievement Motivation on Work Productivity Moderated by Work Discipline Case Study at PT. Audy Jasatrans Logistics

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Abstract: Work productivity in a logistics company is the company's effort in handling various requests from consumers with the goal that goods or services can be carried out or distributed quickly to the destination according to demand. This study aims to propose the effect of leadership behavior, work skills and achievement motivation on work productivity moderated by work discipline. The method used in this study is a quantitative method using a causal study survey approach. This research was conducted at PT.Audy Jasatrans Logistik with a total sample of 150 people, namely all employees working at PT. Audy Jasatrans Logistics. The data analysis technique in this study used the Structural Equation Modeling – Partial Least Square (SEM-PLS) method with the help of the SMART PLS application to carry out research data analysis. In this study, instrument testing was carried out by conducting validity tests, reliability tests, outer models and inner models. The results of this study indicate that leadership behavior has no effect on work productivity, work skills have an effect on work productivity, achievement motivation has an effect on work productivity, work discipline has no effect on work productivity, work discipline moderation can strengthen the influence of leadership behavior on work productivity, discipline moderation work can strengthen the effect of work skills on work productivity and moderation of work discipline can weaken the effect of achievement motivation on work productivity.

Keywords: Leadership Behavior, Work Skills, Achievement Motivation Productivity, Work Discipline

INTRODUCTION

The country of Indonesia is a country that has very good potential in doing business in various sectors, the country of Indonesia has various aspects that can be used as strengths for business actors. In the midst of the increasingly competitive world economic turmoil, Indonesia is required to be consistent in increasing post-pandemic economic growth which has sufficiently weakened Indonesia in the economic sector. Business actors have an important role in Indonesia's economic recovery. The Indonesian government provides

convenience in both physical and monetary policies. Trade in goods and services between countries occurs because there is a need for one another, goods and services generally cannot be fulfilled domestically or abroad, besides that goods and services can also be more expensive than prices in their own country.

According to Sinungan in Busro (2018: 344), work productivity is the ability of a person or group of people to produce goods and services within a certain predetermined time or according to plan. Ability here according to researchers can be interpreted as physical abilities or can also be called skill abilities. In the Big Indonesian Dictionary, skill is defined as the ability to complete a task.

Logistics service users at PT. Audy Jasatrans Logistics has fluctuated in the last two years, a decrease in consumers using logistics services can cause the company's profits to decrease so that it can be detrimental to the company. Can be seen in the table below.
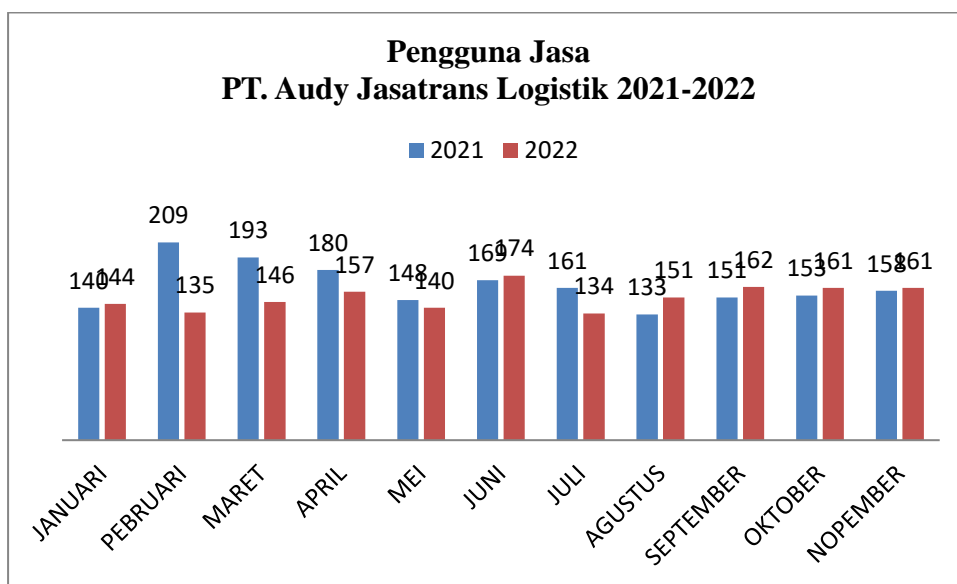

Source: PT. Audy Jasatrans Logistics 2022
Graph 1. Service Users of PT. Audy Jasatrans Logistics

In chart 1.1 above, it can be seen that the target was not met from what was determined by the company, namely 2,000 documents in one year, in 2021 it will reach 1,961 or 98.5% and for 2022 there will be 1,830 or 91.5% this will have an impact on decreasing growth company revenue. This research was conducted to determine the level of employee productivity seen from the factors of leadership behavior, skills and achievement motivation provided by the company. The higher the level, the more productive the employees work. Otherwise, employee work productivity will decrease(Sayogo 2020).

Employee attendance is one part of the benchmark to find out how the performance of employees in the company. The presence of employees can be a reference to determine the productivity of employees at work. The table below shows the presence of employees at PT. Audy Jasatrasn Logistics.

Grafik 1
Kehadiran Karyawan

■ H ■ S ■ C ■ TM ■ TOTAL
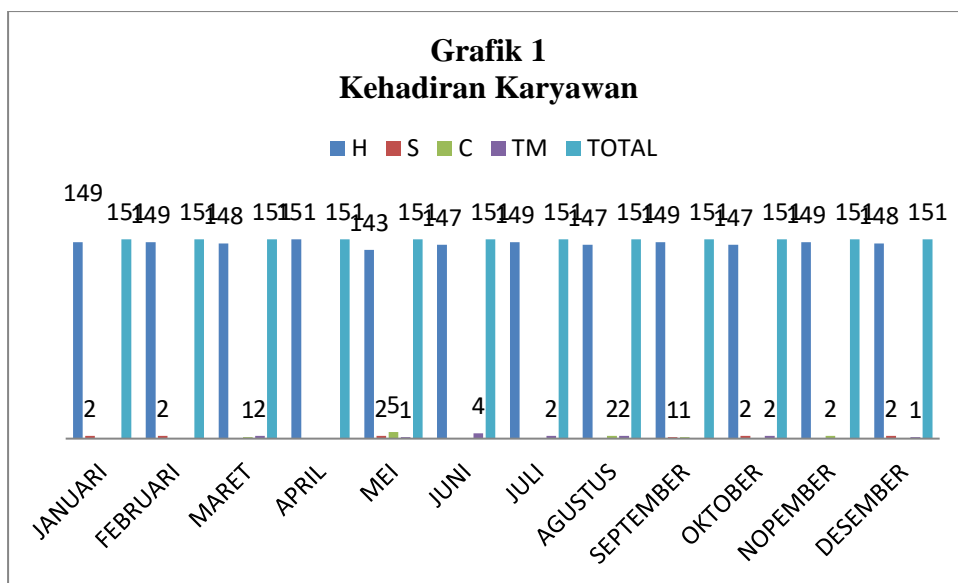
Graph 2. Employee Presence

Absence absence of employees with regard to their duties and obligations. Companies are required to pay attention to employees to come and go home on time, so that the work and tasks of each employee are not delayed. The absence of an employee will affect his productivity and can cause the company to not be able to achieve its goals optimally.

Another variable that can influence is Leadership Behavior able to have a number of main traits so that leadership can be effective and efficient in achieving predetermined goals, namely helping companies to achieve profits. According to(Marbawi 2016)Leadership is a process to influence, move, and direct an action on a person or group of people to achieve certain goals. This behavioral approach is a factor that can affect employee performance in an organization that has an effect on work productivity, especially the behavior developed by leaders in moving the organization. A leader's performance is inseparable from the leadership behavior he displays which is greatly influenced by various factors, be it educational background, experience, situation and conditions as well as other factors.

Another variable that can affect work productivity besides leadership behavior is the need for motivation. According to Winkel (2004) states that achievement motivation is the driving force within a person to obtain success and involve oneself in activities where success depends on personal effort and abilities possessed.

So the need to increase achievement motivation to be expressed as a driving force for an activity and a person's behavior in carrying out an activity so that it becomes better, faster, more effective, and more efficient than the activities carried out before, and as a force that makes a person able to carry out an activity for a long time, which in essence solely wants to achieve a goal. According to(Budiwati 2019)achievement motivation is a picture of how employees get motivated, if achievement motivation goes up then work productivity will follow the increase.

Another variable that supports an increase in work productivity is the work skills of an employee in terms of skills, skills possessed to be able to do a job that can only be obtained through experience, practice or what is gained from training. Skills must be possessed by employees, this can make an employee able to carry out his duties and responsibilities given to him. According to(Syahdan 2017)Productivity will be achieved if the workforce has skills that can be applied in carrying out daily work.

Another variable that supports an increase in productivity is work discipline. It is known that the level of employee attendance, work discipline is used in companies to be able

to control employees in changing behavior and to increase awareness as well as the willingness of employees to obey the rules and norms that apply in the company.

Discipline is a person's willingness and willingness to be able to obey and comply with applicable regulations, both written and unwritten and able to carry out and not avoid accepting sanctions. The purpose of discipline is to direct one's behavior to create conditions in realizing harmony between the rights and obligations of employees.

In relation to other research conducted by the Transportation Research and Development Agency through the Intermodal Transportation Research and Development Center, the impact of Covid 19 on the logistics industry is that businesses that have a severe impact on air freight services, sea freight services, container trucking services), export/import trucking services, raw material transportation services for the manufacturing industry and so on. At PT. Audy Jasatrans Logistics, which is engaged in logistics, continues to survive as much as possible in carrying out operations during the pandemic, the impact of the Covid 19 pandemic has indeed posed enormous challenges for all corporate sectors in Indonesia.

From the background of the problem above, it can be formulated that:
a. Is there any influence of leadership behavior on work productivity at PT. Audy Jasatrans Logistics ?
b. Is there an effect of work skills on work productivity at PT. Audy Jasatrans Logistics ?
c. Is there an influence of achievement motivation on work productivity at PT. Audy Jasatrans Logistics ?
d. Is there an effect of work discipline on work productivity at PT. Audy Jasatrans Logistics?
e. Does the influence of work discipline moderate leadership behavior on work productivity at PT. Audy Jasatrans Logistics?
f. Does the effect of work discipline moderate work skills on work productivity at PT. Audy Jasatrans Logistics?
g. Does the effect of work discipline moderate achievement motivation on work productivity at PT. Audy Jasatrans Logistics?

This research was conducted with the aim that:
a. To find out and prove the analysis of the influence of leadership behavior on work productivity at PT Audy Jasatrans Logistik.
b. To find out and prove the analysis of the influence of work skills on work productivity at PT Audy Jasatrans Logistik.
c. To find out and prove the analysis of the effect of achievement motivation on work productivity at PT. Audy Jasatrans Logistics.
d. To determine the effect of work discipline on work productivity at PT. Audy Jasatrans Logistics?
e. To find out work discipline moderates leadership behavior on work productivity at PT. Audy Jasatrans Logistics?
f. To determine the influence of work discipline to moderate work skills on work productivity at PT. Audy Jasatrans Logistics?
g. To determine the effect of work discipline on moderating achievement motivation on work productivity at PT. Audy Jasatrans Logistics?

LITERATURE REVIEW
Definition of Human Resource Management

Human Resource Management is one of the important factors in a company as according to economic experts as follows;
According to(Richardianto 2018)States that:

Human Resource Management is a science or method of how to manage relationships and the role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that (goals) with the company, employees and society are maximized. According to(Suparyadi 2015)State that;

Human Resource Management is a system that aims to influence the attitudes, behavior and performance of employees so that they are able to make an optimal contribution in order to achieve company goals. According to(Hamali 2018)stated that;

Human Resource Management is a strategic approach to skills, motivation, development and organizational management of resources.

Work Productivity

Work productivity is the result of total output or output to the total input of capital, labor, energy, management, information, and others.(Ravianto, 1985:130). In addition, productivity is the ratio of the output of goods and services to one or more inputs of labor, capital and others.

Another opinion that explains the productivity put forward by(Sedarmayanti 2018)said that productivity is a comparison of the results achieved and the participation of employees per unit of time. Or a number of goods/services that can be produced by a person/group of people/employees in a certain period of time. According to(Nicholas and Jacob 2014:336)that productivity is all actions that bring the company closer to its goals.

According to Ravianto in Sutrisno (2017), that productivity basically includes a mental attitude that always has the view that today's life must be better than yesterday and tomorrow must be better than today. Such an attitude will encourage a person not to feel satisfied quickly, but must develop himself and improve. Labor productivity indicators in this study are kdecision making ability, motivating ability and communication skill.

Leadership Behavior

Like organizational culture, leadership behavior also has a direct and indirect effect on organizational commitment. To achieve a comprehensive understanding of leadership behavior, it is necessary to examine behavior and leadership separately.

According to Wiwoho(Wiwoho 2004: 19), behavior is every action, movement and words of a person whether it is at home, at work, in public, internal or external. Behavior is also a reaction that can be simple or complex(Azwar 2000:9). From this understanding or limitation, it can be seen that behavior is a reaction to stimuli from the environment, including employees who do it in the form of words or actions.

Leadership behavior indicators in this study are planning and organizing, problem solving, explaining roles and goals, providing information, monitoring, motivating and inspiring, consulting, delegating, supporting. developing and mentoring, managing conflict and building teams, building networks, giving recognition, and giving rewards.

Work Skills.

Skill is an operational technical ability and mastery of a particular field that is expertise in a particular field. According to Robbins (2006) work skills are the capacity of an individual to carry out various tasks in work covering all individual abilities which are essentially formed by expertise, namely things that are intellectual and physical.

According to (Bateman and Snell 2012)explained that skills are part of knowledge management which is a set of practices that aim to find and utilize intellectual data sources from organizations to fully utilize the intellectuality of people in the organization.

Indicators of work skills according to(Yuniarsih 2013)is the ability to master the work, the ability to complete the work, accuracy in completing the work and confidence in completing the work.

Achievement Motivation.

According to(Steers and Mowday 1993:275)The term motivation is taken from the Latin, movere, which means to move. From these words developed more definitions or understanding of motivation. There are three aspects of motivation that can be recognized or identified, namely:

1. Motivation describes an energy force that moves people, or causes them to behave in certain activities.
2. This movement is directly addressed to one thing, namely motivation has a strong goal orientation.
3. help to maintain the spirit of self-actualization work. all the time.

Motivation can also be defined as a person's special readiness to carry out or continue a series of activities aimed at achieving some predetermined goals. Work motivation is something that comes from within the individual that creates encouragement or enthusiasm to work hard.

Indicators of achievement motivation in this study are mClarify the goals to be achieved, combine the motives that are already owned, combine temporary goals that are more closely related in nature and notify the results of the work that has been achieved.

Work Discipline

Good discipline is generally reflected in a person's sense of responsibility towards the duties and responsibilities given to him. According to(Synembela 2019)"then regulations are really needed to create good order in the office where they work, because the discipline of an office or place of work is said to be good if some employees comply with the existing regulations".

Discipline is needed by both the individual concerned and the agency, because discipline really helps individuals to straighten things outwhat can and cannot be done in an office. Discipline shows a condition or attitude of respect that exists in employees towards office rules and regulations.

According to(Sutrisno 2019)"Discipline is an attitude of willingness and willingness of a person to obey and comply with the norms that apply around him and employee discipline greatly affects the goals of the institution". Discipline is one way to increase employee work productivity. The indicator of work discipline in this study is according to(Friday 2020)namely the level of attendance, compliance and implementation of tasks.

RESEARCH METHODS

The research process was carried out using a causal quantitative survey method based on testing of theories consisting of variables, and measured using numbers, and analyzed using statistical procedures.

Research Variables

The variables of this study consist of several independent variables which include (1) leadership behavior (2) work skills (3) achievement motivation, the dependent variable in this study is work productivity. While the moderating variable is work discipline.

In addition, this research was conducted at PT. Audy Jasatrans Logistics in the city of Bekasi. The time of this research was conducted for 3 months. The relationship between variables is casual according to the model framework below

Place and time of Research

This research was conducted at one of the companies engaged in the logistics sector, namely PT. Audy Jasatras Logistics. The time of the research was conducted from September 2022 to January 2023.

Data Collection Techniques

In the data collection method used in this study are:

1. Field Research
   a. Observation
   Namely collecting data through direct observation of research objects to find out the real situation.
   b. Questionnaire
   Namely giving a questionnaire with a list of questions that have been systematically arranged and easy to understand and closed in nature, meaning that answers to questions have been provided in advance and respondents are not given the opportunity to provide other answers.
2. Literature review
   Collection of information data and relevant theories from literature, newspapers and previous research journals to support analysis and problem solving.

   a. **Respondents' responses based on leadership behavior**

   The leadership behavior variable in this study was measured using 5 statement items related to leadership behavior. In detail, the research results regarding the respondents' answers to the leadership behavior variable can be seen in the following table;
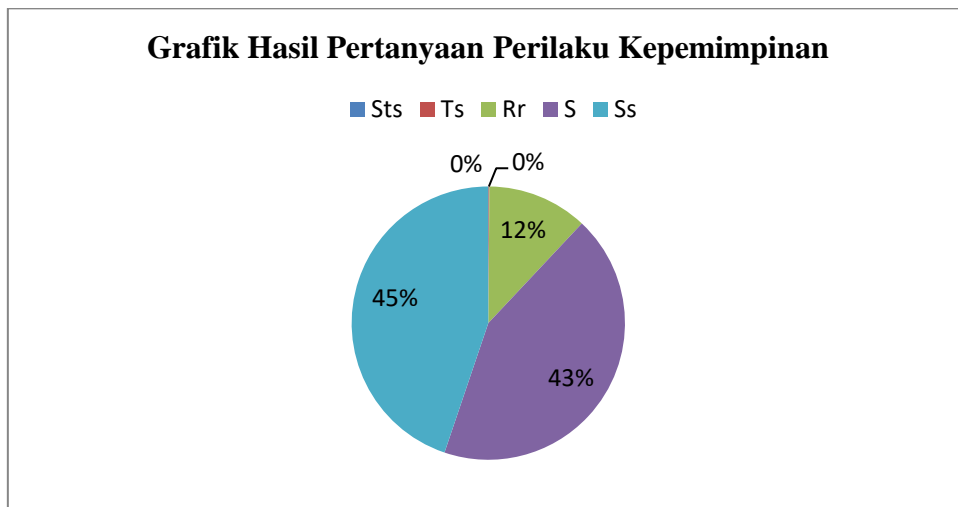

Ficture 1. Leadership Behavior

   b. **Respondents' responses based on work skills variables**

   The work skills variable in this study was measured using 4 statement items related to work skills. In detail, the research results regarding the respondents' answers to the work skills variable can be seen in the following table;
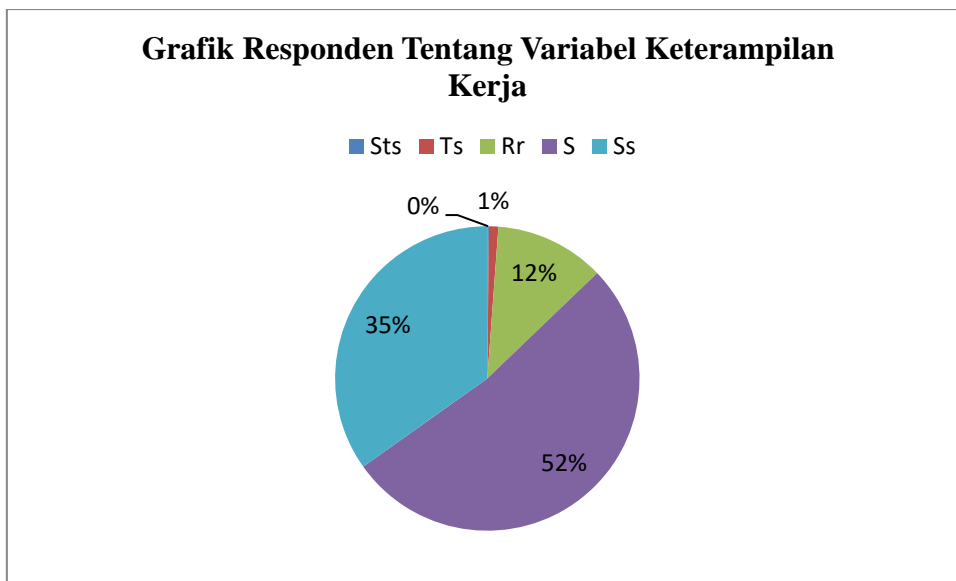
Grafik Responden Tentang Variabel Keterampilan Kerja

Sts ■ Ts ■ Rr ■ S ■ Ss

0%   1%
12%
35%
52%

Ficture 2. work skills variables

c. Respondents' responses based on achievement motivation variables

The achievement motivation variable in this study was measured using 4 statement items related to achievement motivation. In detail, the research results regarding the respondents' answers to the achievement motivation variable can be seen in the following table;
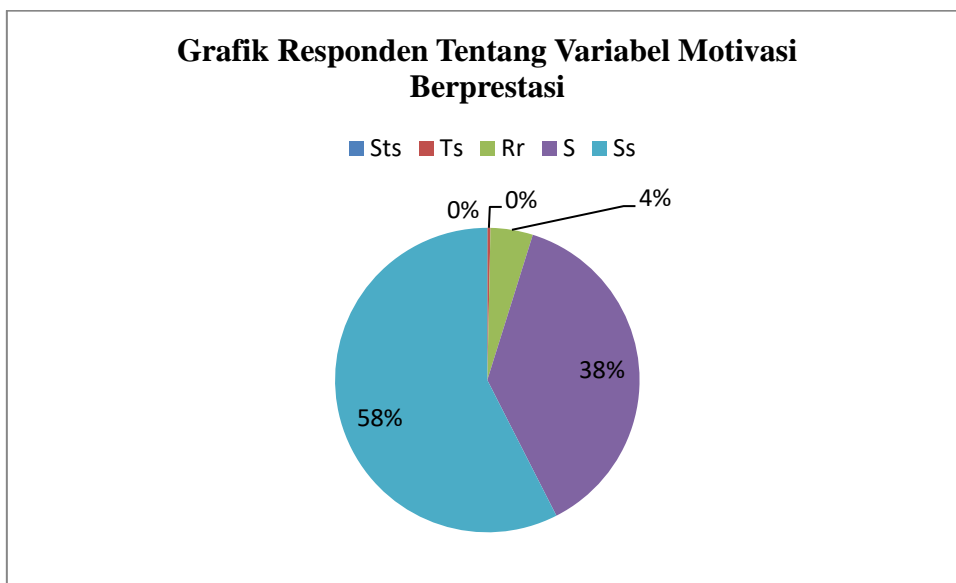
Grafik Responden Tentang Variabel Motivasi Berprestasi

Sts ■ Ts ■ Rr ■ S ■ Ss

0%   0%   4%
38%
58%

Ficture 3. Motivation

d. Respondents' responses based on work discipline variables

The work discipline variable in this study was measured using 3 statement items related to work discipline. In detail, the research results regarding the respondents' answers to the work discipline variable can be seen in the following table;
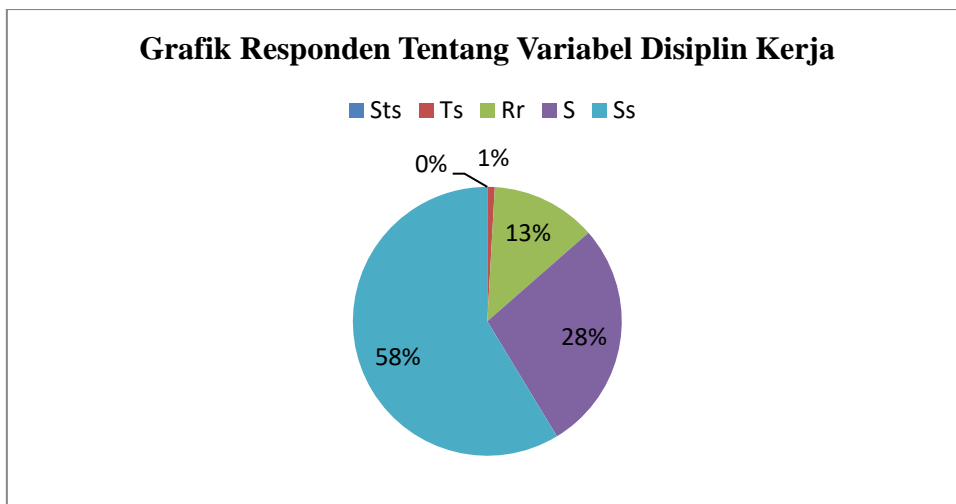
Ficture 4. Discipline

e. Respondent responses based on work productivity variables

The work productivity variable in this study was measured using 3 statement items related to work productivity. In detail, the research results regarding the respondents' answers to the work productivity variable can be seen in the following table;
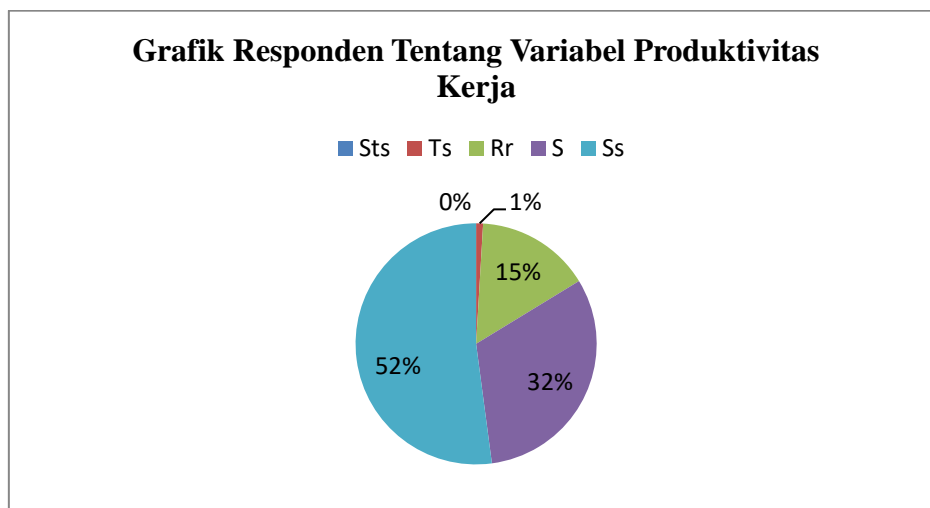

Ficture 5. Productivity

Model Overview of the Influence of Leadership Behavior, Work Skills and Achievement Motivation on Work Productivity Moderated by Work Discipline
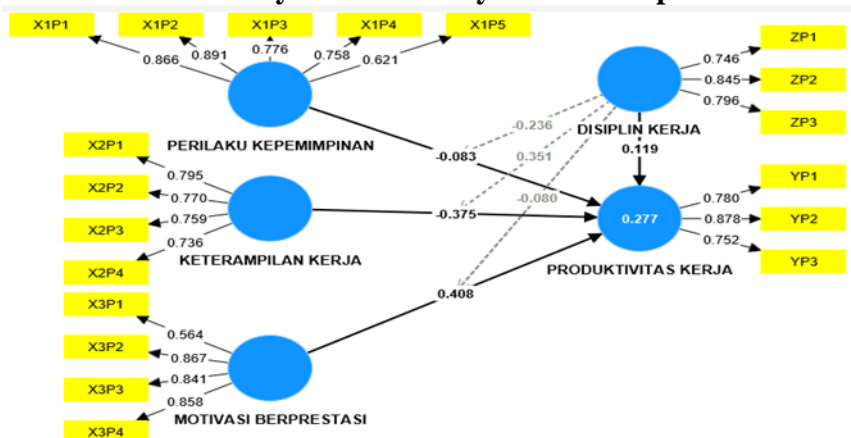

Figure 6. Research Model

Outer Model Measurement Model

At this stage it begins with analyzing the measurement model, namely the outer model test where this model describes the relationship between each indicator and its latent variables to measure the validity and reliability of a data. In this test there are four stages, namely convergent validity test, discriminant validity test, composite reliability, average variance extracted, and Cronbach's alpha.

1. Validity test

Table 1. Leadership Behavior Validity Test Results

Description	Outer loadings
X1P1 <- LEADERSHIP BEHAVIOR	0.866
X1P2 <- LEADERSHIP BEHAVIOR	0891
X1P3 <- LEADERSHIP BEHAVIOR	0.776
X1P4 <- LEADERSHIP BEHAVIOR	0.758
X1P5 <- LEADERSHIP BEHAVIOR	0.621

Source: Data processed by SEM PLS 4 2023

The table above can be explained that the indicator is said to be valid if the results of data processing are outer loading with an amount > 0.5 of the intended construct. It is concluded that the leadership behavior variable is declared valid.

Table 2. Job Skills Validity Test Results

Description	Outer loadings
X2P1 <- WORK SKILLS	0.795
X2P2 <- WORK SKILLS	0.770
X2P3 <- JOB SKILLS	0.759
X2P4 <- WORK SKILLS	0.736

Source: Data processed by SEM PLS 4 2023

The table above can be explained that the indicator is said to be valid if the results of data processing are outer loading with an amount > 0.5 of the intended construct. It is concluded that the variable of work skills is declared valid.

Table 3. Achievement Motivation Validity Test Results

Description	Outer loadings
X3P1 <- ACHIEVEMENT MOTIVATION	0.564
X3P2 <- ACHIEVEMENT MOTIVATION	0867
X3P3 <- ACHIEVEMENT MOTIVATION	0.841
X3P4 <- ACHIEVEMENT MOTIVATION	0.858

Source: Data processed by SEM PLS 4 2023

The table above can be explained that the indicator is said to be valid if the results of data processing are outer loading with an amount > 0.5 of the intended construct. It is concluded that the achievement motivation variable is declared valid.

Table 4. Work Discipline Validity Test Results

Description	Outer loadings
ZP1 <- WORK DISCIPLINE	0.746
ZP2 <- WORK DISCIPLINE	0.845
ZP3 <- WORK DISCIPLINE	0.796

Source: Data processed by SEM PLS 4 2023

The table above can be explained that the indicator is said to be valid if the results of data processing are outer loading with an amount > 0.5 of the intended construct. It is concluded that the work discipline variable is declared valid.

Table 5. Work Productivity Validity Test Results

Description	Outer loadings
YP1 <- WORK PRODUCTIVITY	0.780
YP2 <- WORK PRODUCTIVITY	0.878
YP3 <- WORK PRODUCTIVITY	0.752

Source: Data processed by SEM PLS 4 2023

The table above can be explained that the indicator is said to be valid if the results of data processing are outer loading with an amount > 0.5 of the intended construct. It is concluded that the work productivity variable is declared valid.

2. Reliability Test

The next analysis of convergent validity is construct reliability by taking into account Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE) values. Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE) values can be seen in the table below:

Table 6. Variable Reliability Test Results

Description	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
WORK DISCIPLINE	0.710	0.711	0839	0.635
WORK SKILLS	0.765	0.767	0.850	0.586
ACHIEVEMENT MOTIVATION	0.809	0.862	0.868	0.628
LEADERSHIP BEHAVIOR	0.857	0.916	0.890	0.621
WORK PRODUCTIVITY	0.729	0.755	0.846	0.648

Source: Data processed by SEM PLS 4 2023

The table above shows that Cronbach's alpha for all constructs is 0.7. The composite reliability value for all constructs with a value above 0.7 and the Average variance extracted (AVE) has a value above 0.5 which means that all the constructs in the estimated model meet the discriminant validity criteria.

The next step is to test discriminant validity to ensure that each concept of each latent variable is different from the other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value with other loading values for other latent variables.

The results of discriminant validity testing can be seen in the following table;

Table 7. *Discriminant Validity*

	Work Discipline	Work Skills	Achievement Motivation	Leadership Behavior	Work Productivity
X1P1	-0.058	0.401	0.195	**0.866**	-0.177
X1P2	-0.004	0.464	0.172	**0891**	-0.195
X1P3	-0.022	0.451	0.333	**0.776**	-0.119
X1P4	-0.104	0.462	0.310	**0.758**	-0.117
X1P5	-0.082	0.324	0.290	**0.621**	-0.036
X2P1	-0.082	**0.795**	0.234	0.411	-0.184
X2P2	-0.123	**0.770**	0.233	0.321	-0.200
X2P3	-0.045	**0.759**	0.291	0.477	-0.178

X2P4	-0.044	**0.736**	0.253	0.425	-0.170
X3P1	0.169	0.393	**0.564**	0.204	0.055
X3P2	0.185	0.269	**0867**	0.325	0.204
X3P3	0.157	0.223	**0.841**	0.209	0.219
X3P4	0.290	0.298	**0.858**	0.212	0.244
YP1	0.195	-0.150	0.225	-0.170	**0.780**
YP2	0.326	-0.181	0.291	-0.093	**0.878**
YP3	0.214	-0.263	0.065	-0.208	**0.752**
ZP1	**0.746**	0.011	0.268	0.154	0.252
ZP2	**0.845**	-0.045	0.198	-0.086	0.253
ZP3	**0.796**	-0.209	0.135	-0.206	0.237
Z x X3	0.050	-0.286	-0.193	-0.200	0.080
Z x X2	0.218	0.073	-0.270	-0.025	0.051
Z x X1	0.126	-0.027	-0.206	0.101	-0.082

Inner Model Measurement Model

Inner model testing is done to predict a relationship between the variables used in this study. Structural model inner model to predict the relationship between variables.

a. R Square

R Square is a discrimination coefficient that serves to assess the level of accuracy of predictions of endogenous constructs.(Hair 2014)states that the value of R Square can be declared strong if the value is 0.7, stated moderate if the value is 0.5, stated weak if the value is 0.25. For more details, see the following table;

Table 8. Determination Coefficient Test Results

Description	R-square	R-square adjusted
WORK PRODUCTIVITY	0.277	0.241

Source: Data processed by SEM PLS 4 2023

Based on the results of data processing in table 15 above, it can be seen that the construct value on work productivity (Y) = 0.277. This implies that the influence of leadership behavior, work skills and achievement motivation on work productivity is 27.7% while the rest is influenced by other factors not examined in this study.

Hypothesis Test

Table 9. Path Coefficient Test Results

Description	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WORK DISCIPLINE -> WORK PRODUCTIVITY	0.119	0.142	0.087	1,368	0.171
WORK SKILLS -> WORK PRODUCTIVITY	-0.375	-0.365	0.092	4,076	0.000
ACHIEVEMENT MOTIVATION -> WORK PRODUCTIVITY	0.408	0.379	0.111	3,676	0.000
LEADERSHIP BEHAVIOR -> WORK PRODUCTIVITY	-0.083	-0.097	0.084	0.983	0.326

Source: Data processed by SEM PLS 4 2023

The research results are explained as follows;

1) **The influence of leadership behavior on work productivity**

The results of testing the first hypothesis in table 4.16 above produce a T statistic value of 0.983 or <1.96 which means that leadership behavior has no significant effect on work productivity. Thus the results of this study are not sufficient evidence because they are not in accordance with previous studies conducted by(Popong Suryani et al. 2020)which states that leadership behavior has a significant effect on work productivity.

This is explained based on the results of data processing that lack of responsibility can result in decreased work productivity, so education is needed to increase company productivity.

2) **Effect of work skills on work productivity**

The results of testing the second hypothesis in table 4.16 above produce a Statistic T value of 4.076 or > 1.96 which means that work skills have a significant effect on work productivity. Thus this research is accepted because it is in accordance with previous research conducted by(Muhammad 2022)which states that work skills have a significant effect on work productivity.

3) **Effect of achievement motivation on work productivity**

The results of testing the third hypothesis in table 4.16 above produce a T statistic value of 3.676 or > 1.96 which means that achievement motivation has a significant effect on work productivity. Thus this research is accepted because it is in accordance with previous research conducted by(Indriastuti Mega 2018)states that achievement motivation affects work productivity

4) **Effect of work discipline on work productivity**

The results of testing the fourth hypothesis in table 4.16 above produce a T statistic value of 1.368 or <1.96 which means that work discipline has no significant effect on work productivity. Thus the results of this study are not sufficient evidence because they are not in accordance with the results of previous studies conducted by(Saleh and Utomo 2018)which suggests that work discipline affects work productivity.

Table 10. Moderation Test Results

Description	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WORK DISCIPLINE x WORK SKILLS -> WORK PRODUCTIVITY	0.351	0.317	0.114	3,074	0.002
WORK DISCIPLINE x LEADERSHIP BEHAVIOR -> WORK PRODUCTIVITY	-0.236	-0.207	0.116	2034	0.042
WORK DISCIPLINE x ACHIEVEMENT MOTIVATION-> WORK PRODUCTIVITY	-0.080	-0.069	0.111	0.722	0.470

5) **Work discipline moderation can strengthen the influence of leadership behavior on work productivity**

The results of testing the fifth hypothesis in table 4.17 above produce a Statistic T value of 2.034 or > 1.96 which can be interpreted that moderation of work discipline can strengthen the influence of leadership behavior on work productivity. Thus the fifth hypothesis in this study is accepted because it is in accordance with previous research conducted by(Indratno, Marnis, and Hendriani 2019)which states that work discipline is able to strengthen the influence of leadership on employee work productivity.

This can be explained that the importance of work discipline applied by company leaders can help companies increase the work productivity of employees.

6) Work discipline moderation can strengthen the effect of work skills on work productivity

The results of testing the sixth hypothesis in table 4.17 above produce a Statistic T value of 3.074 or > 1.96 which means that moderation of work discipline can strengthen the influence of work skills on work productivity. Thus the results of the sixth study are accepted.

7) Work discipline moderation can strengthen the effect of achievement motivation on work productivity

The results of testing the seventh hypothesis in table 4.17 above produce a T statistic value of 0.722 or <1.96 which means that moderation of work discipline is able to weaken the effect of achievement motivation on work productivity. Thus the seventh hypothesis was rejected because it was not in accordance with previous research conducted by(Indratno, Marnis, and Hendriani 2019)which states that work discipline is able to strengthen the effect of motivation on work productivity.

CONCLUSION AND SUGGESTION

Conclusion

After conducting research and analyzing the data obtained regarding the influence of leadership behavior, work skills and achievement motivation on work productivity which is moderated by work discipline at PT. Audy Jasatrans Logistics, the authors draw the following conclusions;

1. The results of testing the first hypothesis found empirical evidence that leadership behavior has no significant effect on work productivity. This shows that the first hypothesis of leadership behavior has no effect on work productivity

2. The results of testing the second hypothesis found empirical evidence that work skills have a significant effect on work productivity

3. The results of testing the third hypothesis found empirical evidence that achievement motivation has a significant effect on work productivity

4. The results of testing the fourth hypothesis found empirical evidence that work discipline has no significant effect on work productivity

5. The results of testing the fifth hypothesis found evidence that moderation of work discipline can strengthen the influence of leadership behavior on work productivity

6. The results of testing the first hypothesis found evidence that moderation of work discipline can strengthen the influence of work skills on work productivity

7. The results of testing the first hypothesis found evidence that moderation of work discipline can weaken the effect of achievement motivation on work productivity

Suggestion

Based on the research conclusions that have been described previously, the researcher realizes that there are still many shortcomings in writing this thesis, therefore, the researcher provides several suggestions to be considered as improvements

a. This study shows that the variables of work skills and achievement motivation can affect work productivity. So it is suggested for further research to use other variables that can affect work productivity.

b. This study shows that the variables of leadership behavior and work discipline cannot influence work productivity. So it is suggested for further research to use other variables that can affect work productivity.

c. This study shows that work discipline can weaken the effect of achievement motivation on work productivity. Work discipline is able to moderate leadership behavior and work skills on work productivity. So that for further research it can replace other moderating variables

that can improve the relationship between leadership behavior, work skills and achievement motivation on work productivity.

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