



## The Influence of Leadership and Discipline on Work Motivation and Its Impact on the Performance of Employees at the Office of Cooperatives, UKM, Industry and Trade, Bungo Regency

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### ABSTRACT

The purpose of this study was to examine the influence of leadership, discipline, motivation and performance. The influence of leadership, discipline, motivation and performance of employees tested either directly or indirectly. To examine issues directly above the survey conducted by distributing questionnaires to employees of the industry and trade SME cooperative service office of Bungo. Data was analyzed by path analysis. The results of this study indicate that the leadership, discipline and work motivation influence simultaneously and partially on performance. Where is the leadership, discipline, motivation and performance of employees at the SME cooperative service office of the industry and trade, where are the good categories, Discipline are in both categories, motivation and performance of employees are in both categories. The analysis tool in this research uses descriptive method verification. Where is the use of a range of scales, while in the verification using path analysis or path analysis.

#### ARTICLE INFO

*Articles history:*

Received August 20, 2022

Revised October 26, 2022

Accepted November 30, 2022

**Keywords:** Leadership, Discipline, Motivation and Employee Performance

How to cite

Wahyu Aldino & Astuti Prihatiningsih (2022) The Influence of Leadership and Discipline on Work Motivation and Their Impact on Employee Performance at the Bungo District Industry and Trade Cooperative SME Office.

(IJoASER),5(4).177-183 <https://doi.org/10.33648/ijoaser.v5i3.284>

Journal Homepage

<https://ojs.staiafurqan.ac.id/IJoASER/>

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### INTRODUCTION

In the development of today's modern era, various aspects of excellence are needed by every organization in order to achieve its goals. An organization or company really needs a strong potential and internal strength in order to face all the challenges, obstacles and changes that exist. This is because organizations that are progressing and developing at any

time are able to overcome problems with appropriate solutions according to existing situations and conditions. The main factor that the company's activities in increasing sales. Needs and desires are met as well as efficient prices will determine consumer satisfaction. needed in order to realize the expectations of the organization is the human resource factor. In the current era of globalization of the business world, marked by the opening of intense competition in all fields, including in health services (hospitals). This is a challenge for the implementation of the development of the Indonesian nation. Organizations face the challenge of being able to improve the quality of human resources in order to have special skills so they can compete with the business world.

An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. (Alimuddin, 2002). So, a leader or head of an organization will be recognized as a leader if he can influence and direct his subordinates towards organizational goals. Humans as an important element in the organization is very influential on the existence and competence of an organization. That is, the existence and competence of the organization can be realized through human activities. Therefore, whether an organization exists or not, and whether or not an organization is competitive is highly dependent and determined by humans. This is very important in order to face the current and future changes in the era, environment, or business climate.

Leadership is one of the issues in management that is still interesting enough to be discussed today. The role of leadership which is very strategic and important for the achievement of the mission, vision and goals of an organization, is one of the motives that encourages people to always investigate the intricacies associated with leadership.

The quality of the leader is often considered the most important factor in the success or failure of an organization (Bass, 1990, in Menon, 2002) as well as the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of the leader. The importance of the role of leaders is so important that the issue of leaders has become a focus that has attracted the attention of researchers in the field of organizational behavior. Leaders play a key role in formulating and implementing organizational strategy. (Su'ud, 2000).

Leaders need to carry out serious training for employees so that they can lead to organizational satisfaction and commitment so that in the end they can increase high performance. Organizations that are successful in achieving their goals and are able to fulfill their social responsibilities will be very dependent on their leaders. Leadership style is a behavioral norm that is used by someone when that person tries to influence the behavior of others (Suranta, 2002).

Leadership will be successful if the company's goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. The right leadership style will motivate someone to excel. The success or failure of employees in work performance can be influenced by the leadership style of their superiors (Hardini, 2001 in Suranta, 2002). Suranta (2002) and Tampubolon (2007) have examined the effect of leadership style on performance, stating that leadership style has a significant influence on employee performance.

This has the consequence that every leader is obliged to pay serious attention to fostering, mobilizing and directing all potential employees in their environment so that volume and workload are goal-directed (Sukarno Marzuki, 2002). Leaders need to carry out serious coaching for employees in their environment in order to increase job satisfaction, organizational commitment and high performance. Leadership is a method used by a leader in influencing the behavior of others. Leadership style is a norm of behavior that is used by someone when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages.

Every leader in paying attention to fostering, mobilizing and directing all potential employees in their environment has a pattern that varies from one to another. The difference is caused by the different leadership styles of each leader. Conformity between leadership styles, norms and organizational culture is seen as a key prerequisite for the successful achievement of organizational goals. In industrialized countries such as France, West

Germany, England and the United States, it shows that growth comes from the growth of society which is supported by quality human resources.

In addition, discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, discipline is useful for educating employees to obey and like existing regulations, procedures and policies, so as to produce good performance. Discipline is the most important cooperative function of human resource management, because the better the employee discipline, the higher the work performance. that he achieved. Without good employee discipline, it is difficult for organizations to achieve optimal results. Good discipline reflects a person's great sense of responsibility for the tasks assigned to him. This will encourage passion for work, morale, and the realization of organizational, employee and community goals. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership, if his subordinates are well disciplined. To maintain and improve good discipline is indeed quite a difficult thing, because many factors influence it.

Sometimes employees don't understand the rules, procedures, and existing policies are the most common cause of disciplinary action. One effort to overcome this problem is that the leadership should provide an orientation program for the workforce. Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages work passion, morale and supports the realization of organizational goals. Discipline must be upheld in an organization, because without the support of good work discipline, it will be difficult for a company or organization to achieve its goals.

To find out the level of discipline among the employees of the Bungo Regency UKM Perindag Cooperative Service, it can be seen from the number of employees and attendance. The following is the number of employees at the Office of Cooperatives, SMEs, Perindag, Bungo Regency, as shown in table 1 and table 2 below:

**Table 1**

**Number of Employees of the Bungo District UKM Perindag Cooperative Service Office, 2022**

No	Employee type	Number of employees
1	Head of Department	1
2	cretariat	12
3	Field of Cooperatives	10
4	Industry Sector	7
5	Trade Sector	115
Total		145

Source: Secretariat Section for 2022

The Bungo Regency Industry and Trade UKM Cooperative Service is led by a Head of Service assisted by 1 Secretary and 3 Heads of Fields. Most of the employees consist of ASN and Honorary as executors in providing services to all elements of society.

The following is a list of absentee attendance recapitulation of Bungo District Cooperative UKM Perindag employees, as follows;

**Table 2.**

**List of Employee Absenteeism Recapitulation of the Bungo Regency Industry and Trade UKM Cooperative Office in 2022**

No	Absence Attendance	Present %	Absence			
			Paid leave %	Permission %	Sick %	Total %
1	January	78,20	10,30	7,10	4,40	21,80
2	February	94,60	3,20	1,10	1,10	5,40

3	March	89.90	5.30	4.80	0	10,10
4	April	97.20	0	1.70	1.10	2.80
5	May	93.30	4,40	1.20	1.10	6,70
6	June	90.30	2,20	3,40	4,10	9.70
7	July	94.60	3,20	1.10	1.10	5,40
8	August	93.30	4,40	1.20	1.10	6,70
9	September	92.90	6.00	1.10	0	7,10
10	October	87,60	6.00	3,10	3.30	12.40
11	November	90.30	2,20	3,40	4,10	9.70
12	December	90,20	5.30	4.50	0	9.80

Source: Secretariat Section of the Bungo District Cooperative UKM Perindag Office, 2022

From the recapitulation of employee absences in 2022, the high list of employee absences without information, namely in the first week of January, was 21.80%, this is because in the first week of January many employees applied for leave and permission. So that the percentage for leave and permission is higher than other months.

From the aspect of motivation, Hasibuan (2001.97) states that there are several indications that show an employee is motivated or not motivated at work, one of which is arriving late but leaving early or not coming to work without any clear reason. If the leadership aspect is linked to motivation, it can be concluded that there is an indication that there is a tendency for leaders to always be partial in assigning tasks to their subordinates. Besides that, other indications found were complaints from several employees who felt they were not getting enough attention, and had not been given a role that was in accordance with their education, work experience, or position. such as the employee feels that the leader gives orders when the employee is at work but his co-workers are not on assignment, and also the assignment of positions is also not in accordance with the educational background and the salary is not appropriate. However, on the other hand there are employees with lower education and his tenure got a better role. Another thing that was also found was an indication that even though the job description had been carried out, there were still employees who felt they had not been given a task, so that the person concerned would carry out the task if ordered by his superior. And even if they know what tasks they are supposed to do, they are afraid to do the work for fear of being blamed by their superiors.

Therefore, of course it is highly expected that discipline from the Cooperative UKM Perindag Office employees does not only limit the trust given by agencies and leaders, of course the awareness of each of these employees. This is intended to show that motivation from leaders can improve employee discipline so as to obtain better performance for employees. This study aims to determine the effect of leadership and discipline on work motivation and its impact on the performance of employees of the UKM Cooperative Office of Industry and Trade in Bungo Regency..

## METHODS

In this study, 54 employees of the UKM Perindag Cooperative Office of Bungo Regency became the object. This research is more directed at the process of analyzing the relationship between leadership and discipline on work motivation and its impact on the performance of employees of the UKM Perindag Cooperative Office in Bungo Regency. In this study, the independent variables were Leadership (X1) and Discipline (X2), while the dependent variables were work motivation (Y) and employee performance (Z) at the Cooperative UKM Perindag Office, Bungo Regency.

The validity test in this study uses criteria taken from the measuring instrument itself, namely by correlating the item score with the total score (overall item), which is called item validity used in the validity test is the correlation efficiency technique from Pearson (Least Method). Square). The product moment correlation formula is as follows:

$$r_{xy} = \frac{N(\sum XY) - (\sum X \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Information :

$r_{xy}$  = Product Moment Correlation Coefficient

$\Sigma x$  = Number of Item Scores

$\Sigma x$  = Total Score

$\Sigma y$  = Total Score

$\Sigma zy$  = Number of Multiplications Between Item Scores and Total Scores

$N$  = Number of Subjects

Whereas, To answer the first objective and the first hypothesis, descriptive analysis was used with a range of scale analysis tools. Descriptive analysis has a function to provide an overview of the data that has been obtained. The tendency and variation of work motivation and performance variables in employees Industry and Trade UKM Cooperative Service Bungo Regency and leadership and discipline variables can be determined based on the frequency distribution to find out whether the scores of the variables studied are in the category of the scale range, very bad, bad, medium, good and very good.

### Simultaneous Test (Test F)

Simultaneous test (F test) is used to see the effect simultaneously between the independent variable and the dependent variable. The F test can be done by comparing  $F_{count}$  with  $F_{table}$ .

For the F test, the criteria used are:

- If  $F_{count} > F_{table}$ , accept  $H_1$ , reject  $H_0$
- If  $F_{count} < F_{table}$ , accept  $H_0$ , reject  $H_1$

$P_{YX1} = P_{YX2} = 0$

- $H_0: P_{YX1} = 0 =$  there is no effect between the independent variables simultaneously on the dependent variable.

$P_{YX1} = P_{YX2} \neq 0$

- $H_1: P_{YX1} \neq 0 =$  there is an influence between the independent variables simultaneously on the dependent variable.

### Partial Test (t test)

The t test is used to see the partial effect between the independent variable and the dependent variable.

Based on the results of the t test, a result will be obtained in the form of  $t_{count}$  which will be compared with  $t_{table}$ .

- The probability value  $< 5\%$  means that  $H_0$  is rejected and  $H_1$  is accepted, meaning that the path coefficient is significant.
- The probability value  $> 5\%$  means that  $H_0$  is accepted and  $H_1$  is rejected, meaning that the path coefficient is not significant.

## RESULTS AND DISCUSSION

As for the description and results of the research variables on leadership, discipline, work motivation and employee performance conducted in Industry and Trade UKM Cooperative Service Bungo District using a sample of 54 respondents. Thus it can be concluded that:

Leadership, discipline, work motivation and employee performance at the UKM Industry and Trade Cooperative Service are good. Based on the descriptive analysis, the following conclusions can be drawn:

- a. Leadership is in the range of the scale with the good category. This is known from the total score of 1,796, of which the total score of 1,796 is in the good scale range (1,468.9–1,814.4).
- b. Discipline is in the range of the scale with the good category. It is known from the total score of 3,510 which is the total score 3,510 this is in the good scale range (2973.7 – 3628.8).
- c. Work Motivation is in the range of the scale with the good category. It is known from the total score of 4,217 which is the total score 4,217 this is in the very good scale range (3,549.7– 5,940).

- d. Employee performance is in the scale range with the medium category. It is known from the total score of 2,418 which is the total score 2,418 this is in the good scale range (1965.6 – 2570.4).

Leadership is thought to have a significant effect on work motivation. It has proven value count (5.520) > t table (1.68) then  $H_0$  is rejected. Therefore, it can be concluded that leadership (X1) partially has a significant influence on work motivation (Y).

Discipline is thought to have a significant effect on work motivation. It has proven value count (2.669) > t table (1.68) then  $H_0$  is rejected. Therefore, it can be concluded that discipline (X2) partially has a significant influence on work motivation (Z).

Leadership and discipline together are thought to influence work motivation. It has proven value count (19,673) > f table (3,18) then  $H_0$  is rejected. Therefore, it can be concluded that the results of simultaneously testing leadership and discipline have a significant influence on work motivation.

Leadership is thought to have a significant effect on performance. It has proven value count (2.088) > t table (1.68) then  $H_0$  is rejected. Therefore, it can be concluded that leadership (X1) partially has a significant influence on performance (Z).

Discipline is thought to affect performance. It has proven value count (2.147) > t table (1.68) then  $H_0$  is rejected. Therefore, it can be concluded that discipline (X2) partially has a significant influence on performance (Z).

Leadership and discipline together are thought to have a significant effect on performance. It has proven value count (4,747) > f table (3,18) then  $H_0$  is rejected. Therefore, it can be concluded that the test results are significant, which means leadership and discipline simultaneously have a significant effect on performance.

Work motivation is thought to have a significant effect on performance, this is proven count of 5.966. Because t count (5.966) > t table (1.68) then  $H_0$  is rejected. Therefore, it can be concluded that work motivation (Y) partially has a significant influence on performance (Z).

## CONCLUSION

1. Leadership (X1), discipline (X2), work motivation (Y) and employee performance (Z) at the UKM Perindag Cooperative Service, which are in the good category, Discipline is in the good category, work motivation and employee performance are in the good category.
2. Leadership has a significant effect on work motivation. Therefore, it can be concluded that leadership (X1) partially has a significant influence on work motivation (Y).
3. Discipline has a significant effect on work motivation. Therefore, it can be concluded that discipline (X2) partially has a significant influence on work motivation (Z).
4. Leadership and discipline together influence work motivation. Therefore, it can be concluded that the results of simultaneously testing leadership and discipline have a significant influence on work motivation.
5. Leadership has a significant effect on performance. Therefore, it can be concluded that leadership (X1) partially has a significant influence on performance (Z).
6. Discipline affects performance. Therefore, it can be concluded that discipline (X2) partially has a significant influence on performance (Z).
7. Leadership and discipline together have a significant effect on performance. Therefore, it can be concluded that the test results are significant, which means leadership and discipline simultaneously have a significant effect on performance.
8. Work motivation has a significant effect on performance. Therefore, it can be concluded that work motivation (Y) partially has a significant influence on performance (Z).

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