The Influence of Motivation, Work Discipline, and Leadership on Employee Performance at PT. Kalimutu Mitra Perkasa

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Abstract.

The occurrence of delays in construction completion is caused by two factors, specifically external factors and internal factors. This research focuses on the internal factors related to human resources and their performances, including work motivation, work discipline, and leadership, which are considered to affect the performance and accomplishment of construction. The research proposal aims to determine the simultaneous and partial effect of leadership, motivation, and work discipline on employee performance in PT Kalimutu Mitra Perkasa. The population in this study were 91 employees. Data collection was done using interviews and Likert scale. Data analysis in this study used linear regression analysis multiple, classical assumption test, r-square test, and hypothesis test, using tools SPSS data processing. Based on previous research, it is known that: (1) H1: Work motivation positively affects employee performance. (2) H2: Work discipline positively affects employee performance. (3) H3: Leadership style positively affects employee performance.

Keywords: work motivation, labor discipline, leadership, work performance

1. Introduction

In the face of increasingly competitive business competition, the company changes its strategy in developing human resources which will certainly be very useful as initial capital in the era of competition in the construction industry. HR or in this case employees in the company is the spearhead who controls all stages of the company’s activities from production, and distribution, to sales. PT Kalimutu Mitra Perkasa is one of the companies engaged in construction for the installation and maintenance of fire protection systems that has been established in 1998. PT Kalimutu Mitra Perkasa always maintains and improves its existence in the construction business in the field of fire protection and is expected to improve quality in product services, fire protection installation and maintenance services as well as consulting services. Quality services
are supported by skilled and experienced human resources in their respective fields, so the management of PT Kalimutu Mitra Perkasa is very concerned with improving human resources by conducting training and certification for employees. The number of existing human resources in 2021 for permanent employees is 30 people, project contract employees are 61 people. In an effort to improve the quality of its work, PT Kalimutu Mitra Perkasa provides workers with skills according to their fields by conducting training for employees and even sending employees to Malaysia and Thailand to conduct training and certification. Regarding management’s commitment to workforce competence, in February 2020, the following employees Welly Julian engineering, Bima Nur Iman technician, and Made Ardi engineering were sent to Malaysia to take part in the FIKE Cheetah XI Certification training February 2020 APAC and in 2020 PT Kalimutu Mitra Perkasa also certifies ISO 9001 2015 on Quality Management Standards and ISO 45001 2018 related to Occupational Health and Safety Management because the company realizes that the important thing in managing human resources is about employee performance. If the employee's performance is good, the company’s performance will be good and vice versa if the employees performance is bad, of course, the company’s performance will be bad because HR is an important asset in the company that can determine the good and bad of the company’s performance, so companies must manage HR well in order to produce good and satisfying performance. Until mid-July 2021 the number of positive cases of Covid-19 has not shown a downward trend. This has a very significant impact on the construction sector which contributes greatly to the economy. Delays in construction projects due to this pandemic are due to, among other things, constraints in the mobilization process, increased costs due to the status of Large-Scale Social Restrictions PSBB in many areas in Indonesia, and the lack of availability of construction service resources, including the availability of construction workers. Based on the described background, the following problems can be identified:

1. Does work motivation affect the performance of employees of PT. Kalimutu Mitra Perkasa?

2. Does work discipline affect the performance of employees of PT. Kalimutu Mitra Perkasa?

3. Does leadership affect the performance of employees of PT. Kalimutu Mitra Perkasa?
2. Literature Review

Many studies have been carried out by discussing performance. Performance is the result of organizational work carried out by employees as well as possible following the instructions (manual), the direction given by the leader (manager), the competence and ability of employees to develop their reasoning at work. Information about organizational performance is very important thing used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. However, in reality, many organizations lack information about performance within their organization.

According to Paramananda and Purba [1], there are three criteria that must be assessed in the performance assessment, including:

1. Individual Task Results. Management assesses results as production quantity, production notes, and production price per unit, total sales, the dollar increase in sales.
2. Behavior. Behavioral performance results. Some things that can be assessed are leadership style and the number of offers made by the sales department.
3. Nature. Performance is assessed from the value of good employee behavior, self-confidence, and looking busy. Traits are the weakest criterion, but it is naive to ignore the reality that organizations still use trait criteria to assess performance.

2.1. Performance (Y)

The factor that affects the achievement of performance is the ability factor and motivation factors. This is in accordance with Keith Davis’s opinion in Mangkunegara [2] who formulated that:

\[
\text{Human Performance} = \text{Ability} \times \text{Motivation}
\]

\[
\text{Motivation} = \text{Attitude} \times \text{Situation}
\]

\[
\text{Ability} = \text{Knowledge} \times \text{Skill}
\]

2.2. Motivation (X1)

Motivation is a process that begins with a physiological or psychological deficiency process that functions to drive behavior or drive with a purpose or intensively.
There are several theories about motivation expressed by several experts including those expressed by Robbins [3] who hypothesizes that every human being has a hierarchy of five needs:

1. Physiological, including hunger, thirst, shelter, sex, and other needs.
2. A sense of secure, security, and protection from physical and emotional harm.
3. Social, affection, belonging, acceptance, and friendship.
4. Appreciation, internal factors such as a sense of self-worth, independence, and achievement, as well as external factors such as status, recognition, and attention.
5. Self-actualization, the drive that can shape a person to become what he is; includes growth, reaching our potential, and self-fulfillment.

2.3. Work discipline (X2)

Discipline is an operational function of resource management and the most important human being because the better the employee’s work discipline, the more good performance can be achieved. Without good discipline, it is difficult for the organization to achieve optimal results. Discipline is the main factor needed as a ranking tool for employees who do not want to change in character and behavior. So that an employee is said to have good performance if the employee has a sense of responsibility towards the task assigned to him.

2.4. Leadership gstyle g(X3)

Leadership is a determining factor in a company. The success or failure of the company in achieving a goal is influenced by the way of a leader. A leader in the company can be effective if the leader can manage the company and influence the behavior of subordinates to cooperate in achieving company goals. The following is a definition of leadership. Leadership is a determining factor in a company. The success or failure of the company in achieving a goal is influenced by the way of a leader. According to Sutrisno [4], “Leadership in organizations is directed at influencing the people they lead, to want to act as expected or directed by others who lead it.”
2.5. The effect of motivation on employee performance

Motivation is a stimulus from outside the form of objects or non-objects that can foster urge in people to have, enjoy, control or achieve the object or non-object. According to Robbins (2002), motivation is the desire to do something and determines the ability to act to satisfy individual needs. With all these needs, a person is required to work harder and more actively at work, because with someone who has high motivation in doing his job, someone’s performance within the company will increase and company targets can be achieved. 

H1: Work motivation has a positive effect on employee performance

2.6. The effect of discipline on employee performance

According to Syafrina (2010), work discipline is obedience to the institution or organization along with the provisions without using feelings, only based on awareness and awareness that without such obedience all the provisions in the organization’s goals will not be achieved.

H2: Work discipline has a positive effect on employee performance.

2.7. The influence of leadership style on employee performance

Karel (2017) states that leadership style has a positive and significant effect on employee performance. The R Square value of 0.673 can be interpreted that the influence of the leadership style variable on the employee performance variable is 63.7%.

H3: Leadership style has a positive effect on employee performance.

2.8. Conceptual framework

Employee performance as a result of work in terms of quality and quantity can be achieved by an employee in carrying out tasks in accordance with the responsibility assigned to him. Things that support performance are motivation, work discipline, and leadership style.
Based on the description above, the theoretical Figure 1 framework can be arranged as follows.

![Figure 1: Framework](image)

### 3. Methodology

#### 3.1. Independent variable

The independent variable is a variable that affects or is the cause of changes or the emergence of the dependent (bound) variable. So, in this study, there are three independent variables studied: Work Motivation (X1), Work Discipline (X2), and Leadership Style (X3).

#### 3.2. Dependent variable

In Indonesian, it is often referred to as the dependent variable. The dependent variable is the variable that is influenced or that becomes the result, because of the independent variable. In this study, there is only one dependent variable, namely Employee Performance (Y).

#### 3.3. Variable operations

As we know that in every research, it is necessary to pay attention to the variables that were studied, which is an explanation of the theoretical variables that were observed and measured. The variable consists of the independent variable where the dependent variable is the influence of the independent variable on the dependent variable.
gmotivation g(X1), gdiscipline g(X2), gleadership gstyle g(X3), gand gthe gdependent gvariable gis gemployee gperformance.

3.4. Variable gmeasurement

In gthis gstudy, gthe gordinal gmeasurement gmethod guses ga gLikert gsacle gwhich gis gused gto gmeasure gattitudes, gopinions, gand gperceptions gog gperson gor ggroup gof gpeople gabout gsocial gpheomena g[7]. gThe gLikert gsacle guses gfive glevels gof ganswers, gnamely:

<table>
<thead>
<tr>
<th>Answer</th>
<th>Code</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>SS</td>
<td>5</td>
</tr>
<tr>
<td>Agree</td>
<td>S</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>N</td>
<td>3</td>
</tr>
<tr>
<td>Don’t agree</td>
<td>TS</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>STS</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: gSugiyono [7]

The greason gthe gauthor guses gTable g1 gLikert gsacle gin gthis gstudy gis gto gmake git geasier gfor grespondents gto ganswer gevery gquestion gpresented gon gthe gresearch gquestionnaire gand galso geasier gto gmanage gdata gfrom gthe gresults gof grespondents’ ganswers.

3.5. Population gand gresearch gsample

Based gon gthe gresearch glocation gthat ghas gbeen gdetermined, gthe gpopulation gthat gis gused gas gthe gobject gof gthe gresearch gis gthe gemployees gog gPT gKalimutu gMitra gPerkasa, gtotaling g30 gpermanent gemployees gand g61 gcontract gemployees.
3.6. Data gcollection gtechnique

Data gcollection gtechniques gin gthis gstudy gby gconducting gsurveys gand gdistributing gquestionnaires gdirectly gto gthe gobject gof gresearch, gnamely gthe gemployees gof gPT gKalimutu gMitra gPerkasa. gThe gquestionnaire gis ga gdata gcollection gtechnique gby gproviding gor gdistributing ga glist gof gstatements gto grespondents, gin gthe ghope gthat gthey gwill grespond gto gthe glist gof gquestions g[7].

3.7. Descriptive gstatistics gtest

Descriptive ganalysis gwas gcarried gout gusing gdescriptive gstatistics gthat gproduced gthe gaverage, gmaximum, gminimum, gand gstandard gdeviation gvalues gto gdescribe gthe gresearch gvariables gso gthat gthey gwere gcontextually geasy gto gunderstand.

3.8. Data gquality gtest

1. Validity gtest
2. Reliability gtest

3.9. Classic gassumption gtest

1. Normality gtest
2. Multicollinearity gtest
3. Heteroscedasticity gtest

3.9.1.

3.10. Hypothesis gtesting

1. Coefficient gof gDetermination g(R2)
2. T-test g(Partial)
4. Findings and Discussion

From the gdata gon the gcompletion gof gthe gPT gKalimutu gMitra gPerkasa gproject gin g2021, gwe gcan gsee ga gsignificant gdelay gin gcompletion gprogress gin g2021. gThis gdelay gis gof gcourse gcaused gby g2 gfactors, gnamely gexternal gfactors, gand ginternal gfactors, gexternal gfactors gthat ginfluence ginclude gthe gCovid-19 gfactor, gthe gfactor gis gnot gready gfor gthe gwork glocation, gor gthe gfactor gnot gready gfor gthe gmaterial gto gbe ginstalled gbecause gthe gconstruction gproject gbeing gcarrried gout gin g2021 gis gonly ginstallation gservice gwork gwhere gthe gmain gmaterial gis gcarrried gout gby gthe gmain gcontractor, gthen ginternal gfactors gwhich gthis gtime gwill gbe gexamined grelated gto gemployee gmotivation, gemployee gdiscipline, gand gproject gleadership, gdo gthey gaffect gthe gdecline gin gperformance gon gproject gcompletion gin g2021.

The gproject gcarrried gout gin g2021 gis gthe gfirst gproject gin gthe gcooling gsfield gwhich gis gan gexpansion gof gPT gKalimutu gMitra gPerkasa gin gthe gface gof gthe gcovid-19 gpandemic, gso gthe gcompany gmust gmake gchanges gin gits gbusiness gstrategy gby gupgrading gthe gconstruction gsfield gto ga gcooling gsystem, gthis gis gdone gbecause gin gDuring gthe gCovid-19 gpandemic, gthe gworld gof gconstruction gthat gsretched gwas gthe gbuilding gwhere gthe gcooling gsystem gor gcooling gsystem gbecame gvery gimportant gand gto gsupport gthe gprocess gof gcompleting gthe gcooling gsystem gconstruction gwork, gPT gKalimutu gMitra gPerkasa grecruited gprofessionals gwho gare gexperienced gin gthe gjob.

Based gon gthe gTable g2 gin gdetermining gthe gproject gcompletion gtarget, gPT gKalimutu gMitra gPerkasa gperforms ga gworkload ganalysis gby gmaking ga gproject gcompletion gschedule gusing ga gproject gmangement gssoftware gpproduct g(Microsoft gProject) gwhere gin gthis gproject gcompletion gschedule gach gwork gitem ghas ga gdetailed gwhen gto gstart gand gfinish gand gthe gneeds gof gworkers gto gcomplete geach gwork. gThe gwork gitem. gThis gproject gcompletion gschedule gis galso gused gin gmonitoring gthe gprogress gof gwork gwhen gthe gproject gis grunning glater, gif gin gproject gimplementation gthere gis ga gmismatch gbetween gthe gproject gcompletion gschedule gand gthe gactual gin gthe gsfield, gthe gweekly gwork gprogress greport gmust gattach gdelay gconstraints gand gthe gproject gcompletion gschedule gwill gbe gadjusted.

Related gto gmotivational gfactors, gthe gmangement gof gPT gKalimutu gMitra gPerkasa gimplements ga gpolicy gof gpoviding gincentives gfor gemployees gwho
TABLE 2: List of Project 2021.

<table>
<thead>
<tr>
<th>Year</th>
<th>Customer</th>
<th>Description</th>
<th>Plan (Days)</th>
<th>Actual (Days)</th>
<th>Gaps (Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>PT Dwimitra Ekatama Mandiri</td>
<td>Labour Price - HVAC System for 064 Main Building</td>
<td>120</td>
<td>270</td>
<td>-150</td>
</tr>
<tr>
<td>2021</td>
<td>PT Dwimitra Ekatama Mandiri</td>
<td>Labour price Fire fighting System for 064 Main Building</td>
<td>120</td>
<td>310</td>
<td>-190</td>
</tr>
<tr>
<td>2021</td>
<td>PT Dwimitra Ekatama Mandiri</td>
<td>RIT, AIR TAB &amp; WATER TAB 065 Main Building</td>
<td>60</td>
<td>60</td>
<td>0</td>
</tr>
<tr>
<td>2021</td>
<td>PT Dwimitra Ekatama Mandiri</td>
<td>Jasa Turnkey package - Chilled Water System for HDC Project</td>
<td>155</td>
<td>280</td>
<td>-125</td>
</tr>
<tr>
<td>2021</td>
<td>PT Dwimitra Ekatama Mandiri</td>
<td>Turnkey package installation of DAHU for 065 Main Building</td>
<td>60</td>
<td>90</td>
<td>-30</td>
</tr>
</tbody>
</table>

gexcel gwith gsaving gcosts gfrom gthe gproject gbudget gplan gwhere gthe gincentives gwill gbe gdivided gcaccoring gto gtheir grespective gportions gcaccoring gto gtheir gresponsibilities. gHowever, gthis gpolicy ghas gnot gbeen gable gto gbecome ga gmotivation gforg gimproving gpjstraction gperformance gonly gtime gbecause gmost gof gthe gpjactions gbeing gworked gon gthe g2021 gexceed gthe gset gtime.

There gare gsstill gmany gworkers gwho gdon't garrive gon gthe gwhich gresults gin gdelays gin gcompleting gwork, gthere gis gno gresponsibility gforg gtheir gwork. gRelated gto gworker gdiscipline gfactors, gthe gmanagement gof gPT gKalimutu gMitra gPerkasa gappplies ga gfingerprint gattendance gsystegm gfor gpjaction gworkers gand gattendance guses ga gtalent gapplication gforg gpermanent gemployees gand gapplies ga gmeal gallowance gpolicy gfor gemployees gand gworkers gwho gare gbabsent gfor gmore gthan g5 gmimentes gand gfour gthree gtimes ga gmonth gare glate gfor gmore gthan g5 gmiments. gminutes, gthe gfood gallowance gfor gone gmmonth gwill gbe gremoved. gThis gis gdone gto geducate gemployees gand gemployees gof gPT gKalimutu gMitra gPerkasa gdiscipline gduring gworking ghours.

Another gcause gis gthe gleadership gfactor, gwhere gthe ghighest gleadership gin gthe gpjaction gis gunder gthe gpjector gManager. gThe gpjector gManager ghas gresponsibilities gin gpjaction gmangement gincluding gmonitoring gthe gperformance
gof gworkers gin gorder gto gcomplete gthe gproject gon gtime. gThe gProject gMan-
ger ghas ga greference gin gcompleting gthe gproject, gnamely gthe gschedule gfor
gcompleting gthe gwork gin gaccordance gwith gwhat ghas gbeen gdetermined gby
gthe gclient gand gif gthere gis gdelay, gthe gProject gManager gmust ganalyze
gthe gfactors gcausing gthe gproject gdelay.

5. Conclusion

This article discusses the problem of the influence of work motivation, work discipline, and leadership style on the performance of employees of PT Kalimutu Mitra Perkasa. In this case, the hypothesis used is:

H1: Work Motivation has a positive effect on Employee performance
H2: Work Discipline has a positive effect on Employee Performance
H3: Leadership Style has a positive effect on Employee Performance

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References
