

Conference Paper

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

M. Syamsul Hidayat, Didin Hikmah Perkasa, Maria Imelda Novita Susiang, Ryani Dhyan Parashakti

Management Program, Business & Social Science Faculty, Dian Nusantara University, Jakarta, Indonesia

ORCID

M. Syamsul Hidayat: <https://orcid.org/0009-0004-1499-578X>

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 on 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

Corresponding Author: M. Syamsul Hidayat; email: 11119170@mahasiswa.undira.ac.id

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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 a 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 style (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 in the form of objects or non-objects that can foster an urge in people to have, enjoy, control or achieve the object or non-object. According to Robbins [3], "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 [5], work discipline is obedience to the institution or organization along with all 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 [6] states that leadership style has a positive and significant effect on the performance of employees of PT. Bank Negara Indonesia Regional Sales Manado. The R^2 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 These employees are motivation, work discipline, and leadership style.

Based on the description above, the theoretical Figure 1 framework can be arranged as follows.

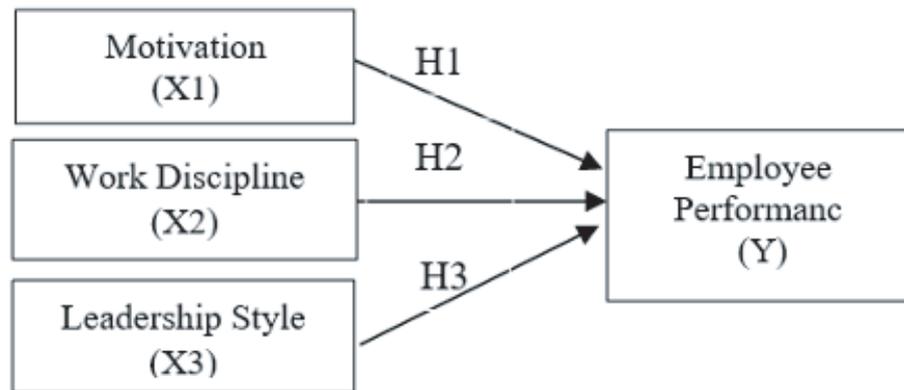


Figure 1: Framework

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 to be studied, which is an explanation of the theoretical variables to be observed and measured. The variable consists of the dependent variable where the independent variable is the influence of

motivation (X1), discipline (X2), and leadership style (X3), and the dependent variable is employee performance.

3.4. Variable measurement

In this study, the ordinal measurement method uses a Likert scale which is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena [7]. The Likert scale uses five levels of answers, namely:

TABLE 1: Likert Scale.

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Neutral	N	3
Don't agree	TS	2
Strongly disagree	STS	1

Source: Sugiyono [7]

The reason the author uses Table 1 Likert scale in this study is to make it easier for respondents to answer every question presented on the research questionnaire and also easier to manage data from the results of respondents' answers.

3.5. Population and research sample

Based on the research location that has been determined, the population that is used as the object of the research is the employees of PT Kalimutu Mitra Perkasa, totaling 30 permanent employees and 61 contract employees.

3.6. Data collection technique

Data collection techniques in this study by conducting surveys and distributing questionnaires directly to the object of research, namely the employees of PT Kalimantan Mitra Perkasa. The questionnaire is a data collection technique by providing or distributing a list of statements to respondents, in the hope that they will respond to the list of questions [7].

3.7. Descriptive statistics test

Descriptive analysis was carried out using descriptive statistics that produced the average, maximum, minimum, and standard deviation values to describe the research variables so that they were contextually easy to understand.

3.8. Data quality test

1. Validity test
2. Reliability test

3.9. Classic assumption test

1. Normality test
2. Multicollinearity test
3. Heteroscedasticity test

3.9.1.

3.10. Hypothesis testing

1. Coefficient of Determination (R^2)
2. T-test (Partial)

4. Findings and Discussion

From the data on the completion of the PT Kalimutu Mitra Perkasa project in 2021, we can see a significant delay in completion progress in 2021. This delay is of course caused by 2 factors, namely external factors, and internal factors, external factors that influence include the Covid-19 factor, the factor is not ready for the work location, or the factor not ready for the material to be installed because the construction project being carried out in 2021 is only installation service work where the main material is carried out by the main contractor, then internal factors which this time will be examined related to employee motivation, employee discipline, and project leadership, do they affect the decline in performance on project completion in 2021.

The project carried out in 2021 is the first project in the cooling system field which is an expansion of PT Kalimutu Mitra Perkasa in the face of the covid-19 pandemic, so the company must make changes in its business strategy by upgrading the construction business field to a cooling system, this is done because during the Covid-19 pandemic, the world of construction that stretched was the building where the cooling system or cooling system became very important and to support the process of completing the cooling system construction work, PT Kalimutu Mitra Perkasa recruited professionals who are experienced in the job.

Based on the Table 2 in determining the project completion target, PT Kalimutu Mitra Perkasa performs a workload analysis by making a project completion schedule using a project management software product (Microsoft Project) where in this project completion schedule each work item has a detailed when to start and finish and the needs of workers to complete each work. the work item. This project completion schedule is also used in monitoring the progress of work when the project is running later, if in project implementation there is a mismatch between the project completion schedule and the actual in the field, the weekly work progress report must attach delay constraints and the project completion schedule will be adjusted.

Related to motivational factors, the management of PT Kalimutu Mitra Perkasa implements a policy of providing incentives for employees who

TABLE 2: List of Project 2021.

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

gexcel gwith gsaving gcosts gfrom gthe gproject gbudget gplan gwhere gthe gincen- tives gwill gbe gdivided gaccording gto gtheir grespective gportions gaccording gto gtheir gresponsibilities. gHowever, gthis gpolicy ghas gnot gbeen gable gto gbecome ga gmotivation gfor gimproving gproject gcompletion gperformance gon gtime gbe- cause gmost gof gthe gprojects gbeing gworked gon gin g2021 gexceed gthe gset gtime.

There gare gstill gmany gworkers gwho gdon't garrive gon gtime gwhich gresults gin gdelays gin gcompleting gwork, gthere gis gno gresponsibility gfor gtheir gwork. gRelated gto gworker gdiscipline gfactors, gthe gmanagement gof gPT gKalimutu gMitra gPerkasa gapplies ga gfingerprint gattendance gsystem gfor gproject gworkers gand gattendance guses ga gtalent gapplication gfor gpermanent gemployees gand gapplies ga gmeal gallowance gpolicy gfor gemployees gand gworkers gwho gare gabsent gfor gmore gthan g5 gminutes gand gif gthree gtimes ga gmonth gare glate gfor gmore gthan g5 gminutes. gminutes, gthe gfood gallowance gfor gone gmonth 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 gproject gis gunder gthe gProject gManager. gThe gProject gManager ghas gresponsibilities gin gproject gmanagement gincluding gmonitoring gthe gperformance

of workers in order to complete the project on time. The Project Manager has a reference in completing the project, namely the schedule for completing the work in accordance with what has been determined by the client and if there is a delay, the Project Manager must analyze the factors causing the project delay.

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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