



## INFLUENCE OF LEADERSHIP AND DISCIPLINE ON ORGANIZATIONAL PERFORMANCE THROUGH MOTIVATION IN BINWASNAKER AND K3 EMPLOYEES OF JAKARTA

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### ABSTRACT

*This study aims to determine the effect of leadership and discipline on organizational performance simultaneously, knowing the influence of leadership on organizational performance partially, knowing the influence of discipline on organizational performance partially, knowing the effect of motivation on organizational performance partially, knowing the effect of leadership on performance through motivation and know the influence of discipline on organizational performance through motivation variables. The study was conducted at the Jakarta Civil Servants and K3 Employees' organization. Sampling using saturated samples involving 200 employees in all parts of the organization. Data analysis uses path analysis.*

*Based on the results of the study note that the variables of leadership and discipline simultaneously affect organizational performance. Leadership variables affect organizational performance partially. Discipline variables partially affect organizational performance. Motivational variables affect organizational performance partially. The influence of leadership and discipline influences organizational performance through motivation.*

**Key words: leadership, discipline, motivation and organizational performance**

### Introduction

The organization is a forum for a group of people, where every element involved in it is committed to running the organization well to achieve the goals that have been determined. Interactions and coordination within the organization are arranged in an organizational structure to help make it easier to run the organization so that each element can work and contribute according to their respective duties and functions. According to Max Weber, an organization is a structured relationship framework in which there is an authority, as well as responsibilities and division of labor to carry out its functions. Meanwhile, according to Schein, the organization is coordination that is run rationally in every activity by several people to achieve common goals by having a division, function and work through a hierarchy that has authority and responsibility.

Humans as part of overall human resources, their role in the organization is a part that cannot be ignored, humans become the central driving force of the organization as well as assets, so that its existence in the organization must be treated by upholding the dignity of humanity, and looking at every ability possessed is an asset very valuable organization. Managing human resources appropriately can bring the organization in achieving its goals to be more directed and measurable because everyone involved in it can discipline and compete with other organizations.

Organizations according to several theories can be grouped into 3 (three) groups, namely Classical Organizational Theory, Neo-Classical Organizational Theory, and Modern Organizational Theory. Each theory has a different concept, in classical organizational theory, has the concept that organization is a structure of relationships, goals goals, roles, activities, communication, powers, and other factors when people work together. The concept of neoclassical organization theory is a theory that emphasizes the importance of social and psychological aspects, both



as a group and individuals in leadership. Neoclassical Theory is the flow or theory of human relations. In the division of work, participation is needed that involves everyone in making the decision-making process, expansion of work that is the opposite of the pattern of specialization, and bottom-up management that will be able to provide the opportunity for juniors to participate in top management decision making. While the concept of modern organizational theory is a theory that has an open nature in which all organizational elements is one unit that is interdependent of one another.

In the era of superfast technological development, as well as facing the digital era, digital disruption, organizations must be able to respond to technological developments to be implemented, so that all elements in the organization can work more efficiently and effectively, so the results can affect the organization's work performance improvement. Organizations must be able to improve competitiveness to maintain the survival of the organization. Therefore, the organization must be able to show excellent performance in various fields, especially service to its stakeholders. Organizational performance is an achievement that can provide a picture of the level of success of each individual reflected in the success of organizational performance. Besides, organizational performance can be interpreted in success in providing services to the community. Of course, for the success of the good organizational performance, it is very necessary to support the implementation of good management as well.

This era for the more senior generation is responded to as an era of disturbances and pessimism, but on the contrary for the young millennial generation, the digital era, digital disruption is a golden era that provides hope as well as opportunities and opportunities to work, innovate and compete more broadly. With the number of millennial youth generation projected to reach around 75 percent by 2025, it is certain that in the future there will be many emerging young leaders who have different styles in leading organizations.

The echo of the impact of the digital era, digital disruption has been felt by private business people, but digital disruption, digital disruption has also been felt by policymakers in the government sector. As a community service provider sector, the government in this case ministries or government agencies must be able to provide services with service behavior that is fast, transparent, accountable and responsive, for that the government as a foundation in an organization must make major changes in providing services that can be implemented by more people efficiently and effective. These major changes can be in the form of changes to the system, which includes changes in human resources, organization and infrastructure or equipment used. Changes in human resources are aimed at changing human behavior habits as a driving force in an organization to adapt to current technological advances. Differences in nature, behavior and different human characters, must be strength in the organization to encourage organizational performance more effectively. The government as a regulator must change the old and conventional working styles and patterns, to adapt to this digital era. So we need a leader with a leadership style that can generate the urge to build awareness to make changes independently at all levels and be able to raise awareness for raising the organization.

The effectiveness of organizational performance must be measurable to determine the success of an organization. Reference and guidance for organizations are needed to see the accountability of the performance of government organizations. The following is a chart of the government's performance accountability system, Regulation of the Minister of Manpower of the Republic of Indonesia Number 1 of 2018 concerning the Performance Accountability System of Government Agencies. And measuring, collecting data, classifying, summarizing, and reporting performance to government agencies, in the context of accountability and improving the performance of government agencies.

SAKIP is a strategic management system, the process of forming a cycle that starts from the process of establishing the vision, mission, goals, and goals of the organization to be achieved and determined in an organization's medium-term Strategic Plan. The Strategic Plan prepared informs the current organizational position of the agency. The goals, objectives, and direction of the organization, and how to achieve the goals and objectives, and the measurement of the success of its achievement.



The strategic plan is further elaborated into Work Plans and Performance Agreements. During the year Moehariono (2012: 95) said that performance is a picture of the level of achievement of the implementation of a program of activities in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Hasibuan (2014: 95), explained that motivation is the giving of a driving force that creates the excitement of one's work, so they want to work together, work effectively and be integrated with all their efforts to achieve motivation. Human resource performance is influenced by various things, both arising from the workforce itself (such as work motivation, compensation, skills) and overall leadership and outside leadership.

In an organization or company, leadership is one of the most important factors. According to Dubrin (2005: 3) argues that leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or commands, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinate organization in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved. Anoraga (2003: 1) states that a leader is someone who has the authority to govern others who in their work to achieve organizational goals require the help of others.

The Directorate General of Manpower Supervision and Occupational Health and Safety Supervision, which is abbreviated as DG Binwasnaker & K3, is an implementing element that is under and is responsible to the Minister of Manpower. The Directorate General of Managing Supervision of Labor and Safety and Occupational Health is headed by the Director-General of Managing Supervision of Labor and Safety and Occupational Health. The duties and functions of the DG Binwasnaker and K3 based on the Minister of Manpower Regulation No. 13 of 2015 concerning the Work Organization of the Ministry of Manpower have the task of carrying out the formulation and implementation of policies in the field of labor inspection supervision and occupational safety and health. In carrying out its duties, the Directorate General of Labor Inspection and Occupational Health and Safety Supervision organizes functions:

1. Formulation of policies in the field of supervision of work norms and social security of workers, work norms of women and children, and norms of occupational safety and health, as well as the development of labor law enforcement and the development of occupational safety and health;
2. Implementing policies in the field of supervision of work norms and social security of workers, work norms of women and children, and norms of occupational safety and health, as well as developing labor law enforcement and developing occupational safety and health;
3. Formulation of norms, standards, procedures and criteria in the field of supervision of work norms and workforce social security, work norms of women and children, and norms of occupational safety and health, as well as the development of labor law and the development of occupational safety and health;
4. Conducting evaluation and reporting in the field of supervision of work norms and labor social security, work norms of women and children, and occupational safety and health norms, as well as developing labor law enforcement and developing occupational safety and health;
5. Carrying out the administration of the Directorate General of Manpower Supervision and Occupational Safety and Health; and
6. Performing other functions provided by the Minister of Manpower.

The organizational structure of the Directorate General of Labor Supervision and Occupational Health and Safety Supervision, namely the Secretariat of the Directorate General, the Directorate of Labor Norms and Social Security Supervision, the Directorate of Supervision of Work Norms of Women and Children, the Directorate of



Supervision of Occupational Safety and Health, the Directorate of Labor Law Enforcement, and the Directorate of Occupational Safety and Health.

## **Literature Review**

### ***Leadership***

According to Robbins (2013) leadership as the ability to influence a group towards achieving goals. The source of influence may be formal as given in managerial positions in the organization. Leadership plays a very important role in the organization. Leadership is needed by humans because of the inherent limitations inherent in humans. An organization without a leader will experience difficulties in achieving the vision and mission of the organization itself. From this arises the need to lead and be led. Leadership is defined as individual traits, habits, ways of influencing others, interactions, positions in organizations and perceptions of legitimate influence. According to Robbins and Judge (2008) states that leadership is the ability to influence a group towards the achievement of a vision or set of goals.

According to Soekarso et al (2010) leadership is a process of social influence, which is a life that affects other lives, the power that influences the behavior of others towards the achievement of certain goals According to Locander in Maulizar, Musnadi, and Yunus (2012), leadership is the relationship between leaders with led (follower). Locander further explained that leadership implies that leaders influence who is led but the relationship between the leader and the leader is mutually beneficial to both parties. According to Colquitt et al (2014) defines leadership as the use of power and influence to direct followers' activities towards achieving goals. This direction can influence the interpretation of follower events, the organization of their workers' activities, their commitment to the main objectives, their relationship with followers, or their access to cooperation and support from other work units. Then it can be concluded that leadership is a behavior that is shown by leaders to their subordinates to influence and motivate their subordinates to be directed to achieve goals.

### ***Motivation***

Knowing more broadly about motivation, the following will put forward some notions of motivation. Motivation can be interpreted and interpreted differently by each person according to the place and situation of each person and adapted to the development of human civilization. But in terms of taxonomic aspects, motivation comes from the Latin word "movere" which means to move. According to Winardi (2003), the term motivation comes from the Latin words, namely movere which means "to move" (to move). Motivation is a general understanding that uses the whole class of drives, wants, needs, hopes and similar strengths. To say that managers motivate their subordinates is to say that they do things that they hope will satisfy these impulses and desires and encourage subordinates to act the way they want.

Thus the term motive is the same as motive words, motives, encouragement, reasons and others. Sarwoto (2012: 167) put forward the definition of motivation as follows: Concretely motivation can be given limits as the process of giving motives (driving) to work as employees so that they want to work sincerely for the achievement of organizational goals efficiently, giving motivation is work that is done by a manager in providing inspiration, enthusiasm for work and encouragement to others to work better. According to Hasibuan (2009), motivation is important because motivation is the thing that causes, distributes, and supports human behavior so that they want to work actively and enthusiastically to achieve optimal results

From the description above, the actual motivation of employees is intended as one of the determining factors in the organization, and not only that, high motivation can direct all the abilities of workers in their duties, and even that is voluntarily done by workers, but motivation is a problem complex, and there are no easy instructions and can guarantee to increase one's motivation.



## ***Discipline***

Discipline is an attitude, behavior, and actions following company regulations both written and unwritten. The regulation in question includes absenteeism, late entry, and quick return of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. For organizations, the existence of work discipline will guarantee the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained.

According to Hasibuan (2009:193), work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of their duties and responsibilities. Meanwhile, according to Rivai and Sagala (2011: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and social norms applicable.

## ***Organizational Performance***

According to Richard et al (2002) organizational performance is something that is produced by the organization which includes the results (outcomes) namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product market performance) such as market share expansion, and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

In some areas, organizational performance can also be measured from other things such as strategic planning, operations, and finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

The purpose of productivity is related to the development of the organization (Shrestha,2005). Small organizations have a desire to continue to grow and become big. The developing organization is in the context of communicating the development itself.

According to Moehariono (2012:95) said that performance is a picture of the level of achievement of the implementation of a program of activities in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. According to Etzioni (Keban, 2008: 227), organizational performance illustrates how far an organization realizes its final goal. While Tangkilisan (2005: 175) organizational performance is a picture of the level of achievement of the implementation of tasks in an organization, to realize the goals, objectives, mission, and vision of the organization. According to Pasolong (2010: 375), employee performance and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the human resources owned by the organization run by employees who play an active role as actors in efforts to achieve the goals of the organization. Organizational performance is the responsibility of every individual who works in the organization. If in an organization each works well, achieves, is passionate and gives their best contribution to the organization, the overall performance of the organization will be good.

So organizational performance is the ability of the organization to carry out every task given to the organization to achieve the goals, objectives, mission, and vision of the organization that has been determined. Organizational performance does not only focus on achieving results or goals but also emphasizes the implementation process and resources to achieve its objectives.

## **Research Methods**

### ***Research Design***

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis



will be observed through testing the causal relationship of the independent variable to the dependent variable. Relationships between variables can be described in the form of path analysis diagrams as follows:

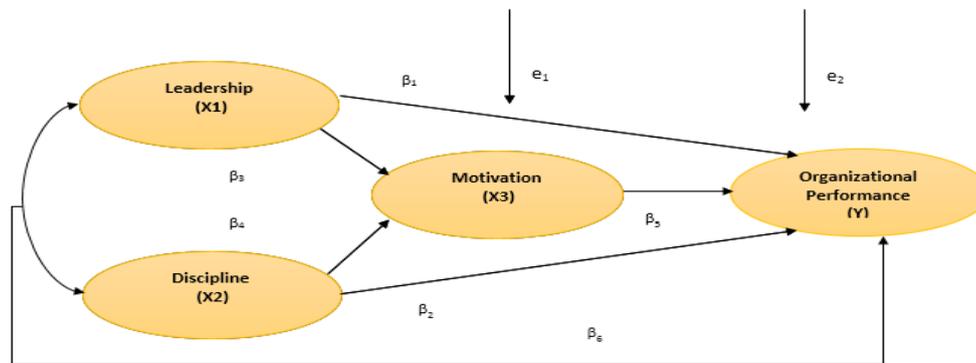


Figure 1. Overall Path Analysis

### Object of Research

The study was conducted at the Directorate General (Ditjen) Binwasnaker and K3.

### Population and Samples

The population is a generalization area that consists of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2013). The sample is pulling a portion of the population to represent the entire population (Surakhmad, 2010). The sample used in this study was all company employees. The total number of employees is 210 people in the organizational field. This sampling uses saturated samples. Sampling involved all employees in the directorate.

### Research Results and Discussion

#### 1. Effect of Leadership and Discipline on Organizational Performance

Based on the analysis it is known that the calculated f value is 169.4 and the significant is 0.00. This value is smaller than 0.05. This means that the variables of leadership and discipline affect simultaneously organizational performance. The magnitude of the influence of leadership and discipline variables influencing organizational performance can be seen from the value of r squared of 62.1% meaning that the variables of leadership and discipline influence organizational performance by 62.1% while the rest is influenced by other variables not included in the equation model.

#### 2. Effect of Leadership on Organizational Performance Partially

Based on the results of the analysis note that the leadership coefficient of 0.556. T value of 9,635. The significant value is 0.00. This significant value is smaller than 0.05. This means that the leadership variable partially influences organizational performance. The magnitude of the influence of leadership on organizational performance is known to the value of r squared of 0.309. This means that the influence of the leadership variable on performance is 30.9% and the rest is influenced by other variables not included in the equation model.

#### 3. Partial Effect of Discipline on Organizational Performance

Based on the results of the analysis note that the coefficient of discipline is 0.635. T-value of 11.853. The significant value is 0.00. This significant value is smaller than 0.05. This means that the disciplinary variable partially influences organizational performance. The magnitude of the influence of discipline on organizational performance can be seen as an r-square value of 0.403. This means that the influence of disciplinary variables on organizational performance is 40.3% and the rest is influenced by other variables not included in the equation model.



**4. Effect of Motivation on Organizational Performance Partially**

Based on the results of the analysis note that the motivation coefficient of 0.864. T value of 24.723. The significant value is 0.00. This significant value is smaller than 0.05. This means that the motivational variable partially influences organizational performance. The magnitude of the influence of motivation on organizational performance can be known as the r-square value of 0.746. This means that the influence of motivation variables on organizational performance is 74.6% and the rest is influenced by other variables not included in the equation model.

**5. Effect of Leadership on Organizational Performance through Motivational Variables**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

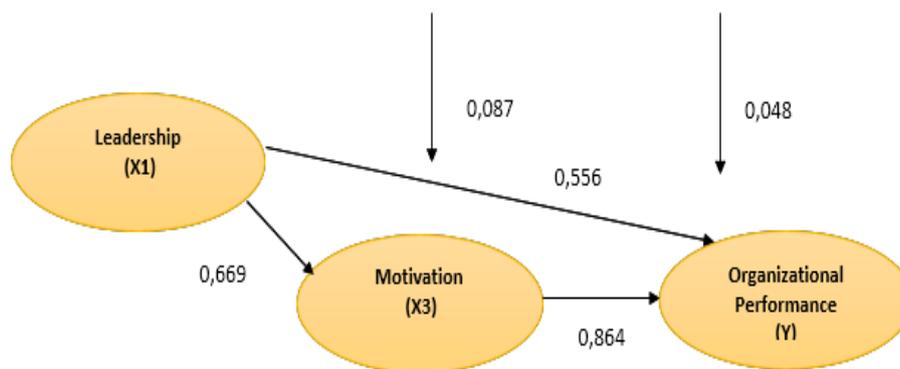


Figure 2. Path analysis of the effect of X1 on Y through X3

Based on the picture above it can be seen that the influence of leadership on organizational performance is 0.556. The influence of leadership on organizational performance through motivation is  $0.669 \times 0.864 = 0.578$ . In this case, the indirect effect is greater than the direct effect so it can be said that the motivation variable is intervening.

**6. The Effect of Discipline on Organizational Performance through Motivational Variables**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

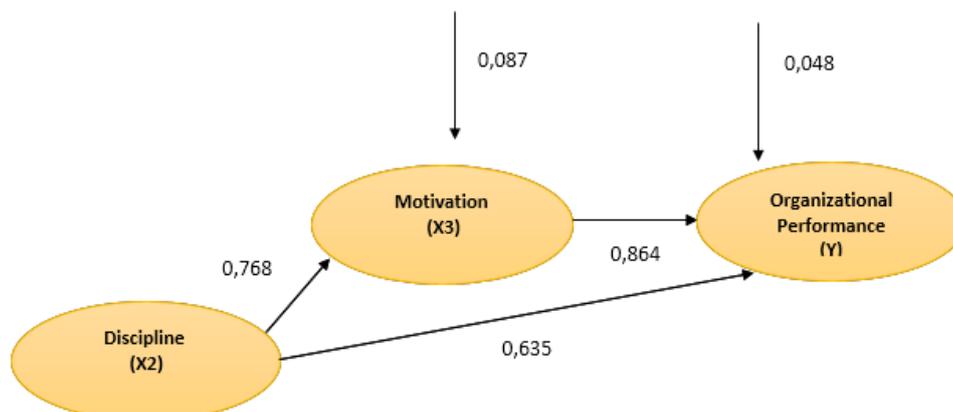


Figure 3. Analysis of the path of influence of X2 on Y through X3



Based on the picture above it can be seen that the direct effect of discipline on organizational performance is 0.635. While the influence of discipline on organizational performance through motivation is  $0.768 \times 0.864 = 0.664$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the motivation variable is intervening.

## **Conclusions and Suggestions**

### ***Conclusion***

The variables of leadership and discipline affect simultaneously organizational performance. The calculated  $f$  value is 169.4 and the significant is 0.00. This value is smaller than 0.05. The value of  $r$  squared is 62.1%, which means that the variables of leadership and discipline affect the performance of the organization by 62.1% while the rest is influenced by other variables that are not included in the equation model.

Leadership variables affect organizational performance partially.  $T$  value of 9,635. The significant value is 0.00. This significant value is smaller than 0.05. The value of  $r$  squared is 0.309. This means that the influence of leadership variables on organizational performance by 30.9% and the rest is influenced by other variables not included in the equation model.

Disciplinary variables partially affect organizational performance.  $T$  value of 11.853. The significant value is 0.00. This significant value is smaller than 0.05. The value of  $r$  squared is 0.403. This means that the influence of disciplinary variables on organizational performance by 40.3% and the rest is influenced by other variables not included in the equation model.

Motivational variables affect organizational performance partially.  $T$  value of 24.723. The significant value is 0.00. This significant value is smaller than 0.05. The value of  $r$  squared is 0.746. This means that the influence of disciplinary variables on organizational performance by 74.6% and the rest is influenced by other variables not included in the equation model.

The influence of leadership on organizational performance is 0.556. The influence of leadership on performance through motivation is  $0.669 \times 0.864 = 0.578$ . In this case, the indirect effect is greater than the direct effect so it can be said that the motivation variable is intervening.

The direct effect of discipline on organizational performance is 0.635. While the influence of discipline on organizational performance through motivation is  $0.768 \times 0.864 = 0.664$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the motivation variable is intervening.

### ***Suggestions***

The assessment of DG Binwasnaker and K3 employees on how leaders utilize the power available to lead their employees. Leaders need to pay attention to the workload of the organization, pay attention to subordinates, increase discipline and develop trust in employees.

Employee assessment related to the implementation of discipline in the Directorate General of Supervision and Health and Safety. This can be improved by paying attention to rules, such as organizational rules and rules of behavior.

Motivation also needs to be considered by paying attention to promotions, work performance, work, rewards and responsibilities towards work. Employees also need to be recognized to increase motivation.

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