

The Effect Of Leadership, Organizational Behavior On Employee Performance, Work Discipline As Intervening Variable

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Abstract

Employee performance is an interesting topic in the field of human resource management to be researched. To achieve performance, the human resource factor is very dominant and influential. This research aims to determine the effect of leadership on work discipline, the influence of organizational behavior on work discipline, the effect of work discipline on employee performance, the influence of leadership on employee performance, the influence of organizational behavior on employee performance through work discipline. This research is quantitative research. The population is 123 employees of PT. TMI with a sample of 123 employees. The sampling technique uses census techniques. Data analysis techniques using multiple linear regression and path analysis. The results of this research are leadership has a significant effect on work discipline, organizational behavior has a significant effect on work discipline, work discipline has a significant effect on employee performance, leadership has a significant effect on employee performance, organizational behavior has a significant effect on employee performance, leadership insignificantly effect on employee performance through work discipline, organizational behavior insignificantly effects on employee performance through work discipline.

Keywords: Leadership, Organization Behavior, Employee Performance, Work Discipline

INTRODUCTION

Performance is the result of work that can be achieved by a person, or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals and ethics. Based on this understanding, it can be understood that performance is the result of work in accordance with the responsibilities and authorities for both organizations, groups, and individuals, Prawirosentono (2015). Many factors that impact of employee performance are leadership, organizational behavior, and work discipline.

Leadership is the ability of a leader to ensure his/her subordinates to be willing to collaborate to achieve organizational goals that have been set. The function of a leader is not only limited to coordination but covers all fields or aspects. If this leader can carry out the great responsibility and motivation of the subordinates, then the leader can be said as a successful leader, Bangun (2019).

Discipline is every individuals and group that ensure compliance with orders and take the initiative to take any action that is necessary in the absence of an order, Chandrasari (2017)

The rapid development of science and technology at this time has brought far-reaching implications for all aspects of human life, including the life of the organization, both moving business sector and the public service sector. The existence of an organization in the age of globalization should be regarded as living beings who want to grow and develop in accordance with the demands of a changing environment. To develop an organization that has the competitive advantage of value-based, then the management needs to pay attention to its organizational culture, because the organizational culture is a set of values, beliefs, and attitudes among members of the organization imposed. Organizational culture is values that hold true of human resources in carrying out the obligations and behavior in the organization, Ratnasari (2020).

In this complex and dynamic business environment, organizations pay more attention on to develop work discipline and organizational behavior among their employees in order to retain them and at the same time to be more productive. Issues such as high turnover rate, absenteeism, role conflict, job stress, burnout etc. are posing challenges for the organizations which are due to lack of work discipline and commitment among employees, Rivky (2015).

RESEARCH METHODOLOGY

The population is the total of the elements or members of a study place. In this study, the population is all permanent and non-production employees of PT. Team Metal Indonesia, amounting to as many as 123 people.

1. Samples

The sample is representative of the population. The sampling technique which is representative of the population is using census.

2. Data Collection Techniques

To obtain the data and information needed, data collection techniques are used questionnaires or questionnaire is to make a list of questions in the form of a questionnaire addressed to the employees of PT. Team Metal Indonesia in the form of a check list, where each question or statement has 5 options based on the Likert scale.

3. Validity Test

Validity is the degree of reliability and validity of the measuring instruments used. Said to be valid when the instrument measuring instrument used to obtain the data is valid or can be used to measure what should be measured (Sugiyono, 2014). Thus, a valid instrument is an instrument that is really appropriate for measuring what is to be measured.

4. Reliability Test

Reliability test is useful for determining whether an instrument is in this questionnaire can be used more than once, at least not by the same respondent will produce consistent data. In other words, the reliability of the instrument to characterize the level of consistency. Reliability testing is done by calculating the coefficient of reliability by using Cronbach's Alpha formulations.

5. Data Analysis Techniques Path analysis

In this step the researcher illustrates a flowchart (PathAnalysis) which can facilitate in seeing causality relationships to be tested.

6. Path Diagram Testing In Overall

Overall hypothesis proposed in this study is as follows: "There is a significant relationship between leadership, organizational behavior on work discipline and employee performance".).

RESULT AND DISCUSSION

1. Description of Respondents

In analyze the demographics of the respondents based on the number of samples that had been previously set at. PT. Team Metal Indonesia 123 respondents. This analysis process through data collected from a questionnaire given to the respondents. The results of the analysis of data from respondents on age, gender, and class rank, position, years of education last, and marital status can be expressed as follows:

2. Age of Respondents

Of the respondents through a questionnaire distributed can be concluded that the respondents were aged > 30 years amounted to 31 (25.20%) of people, aged 31-40 year amounted to 69 (56.10%) of people, aged 41-50 year amounted to 23 (18.70%) whereas > 50 Years numbered 0 (0%) of people, thus the majority of respondents aged >31 years.

3. Respondents' Gender

Of the respondents through a questionnaire distributed can be concluded that the respondents were male sex totaled 78 (63.42%) of people, it is much than the respondents female sex that is numbered 45 (36.58%) of people, thus the majority of respondents Male sex.

4. Position Employee

Of the respondents through a questionnaire distributed can be concluded that the respondents who have positions as operators totaled 51 (41.46%) of people, as a leader or a clerk totaled 62 (50.41%) of people, as a supervisor or officer amounted to 10 (8.13%) of people, thus the majority of respondents have a position as leader/clerk.

5. Latest Education

Of the respondents through a questionnaire distributed can be concluded that the respondents who had education past high school numbered 59 (47.96%) of people, educational D1 / D3 total of 12 (9.77%) of people, S1 total of 51 (41.46%) of people, while the S2 education totaled 1 (0.81%) of people, thus the majority of respondents had a high school education.

6. Marital Status

Of the respondents through a questionnaire distributed can be concluded that the respondents who had married status amounted to 80 (65.04%) of people, unmarried status accounted for 43 (34.96%) of people. Thus, the majority of respondents have married status.

7. Validity Test for Performance Variables Hypothesis Testing Analysis of Leadership and Organization Behavior Direct Influence Work Discipline:

Table 1 : t-test direct influence X1, X2 to Y

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	19.435	2.162		8.989	.000		
Leadership (X1)	.148	.041	.301	3.605	.001	.789	1.268
Organization Behavior (X2)	.365	.057	.533	6.393	.000	.789	1.268

The data were obtained from the analysis of leadership where the significant value is 0.001 <0.05. This gives the conclusion reject Ho and accepts H1 which means that leadership is directly significant effect on work discipline. The data were obtained from the analysis of organization behavior that significant value is 0.001 <0.05. This gives the conclusion reject Ho and accepts H1 which means that the organization behavior style directly significant effect on work discipline.

8. Validity Test for Performance Variables Hypothesis Testing Analysis of Leadership and Organization, Work Discipline Direct Influence Employee Performance

Table 2 : t-test direct influence X1, X2, Y to Z

	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
	7.637	6.549		1.166	.247		
	.203	.096	.212	2.122	.037	.686	1.457
	.323	.151	.243	2.144	.035	.537	1.863
	.585	.234	.300	2.501	.014	.478	2.094

The data were obtained from the analysis of leadership that significant value is 0.037 <0.05. This gives the conclusion reject Ho and accepts H1 which means that leadership is directly significant effect on performance. The data were obtained from the analysis of organizational behavior that significant value is 0.035 <0.05. This gives the conclusion reject Ho and accepts H1 which means that the organizational behavior directly significant effect on performance. From the analysis found that work discipline is significant value 0.014 <0.05. This gives the conclusion reject Ho and accepts H1 which means that work discipline is directly significant effect on performance.

9. The coefficient of the direct effect, indirect and total

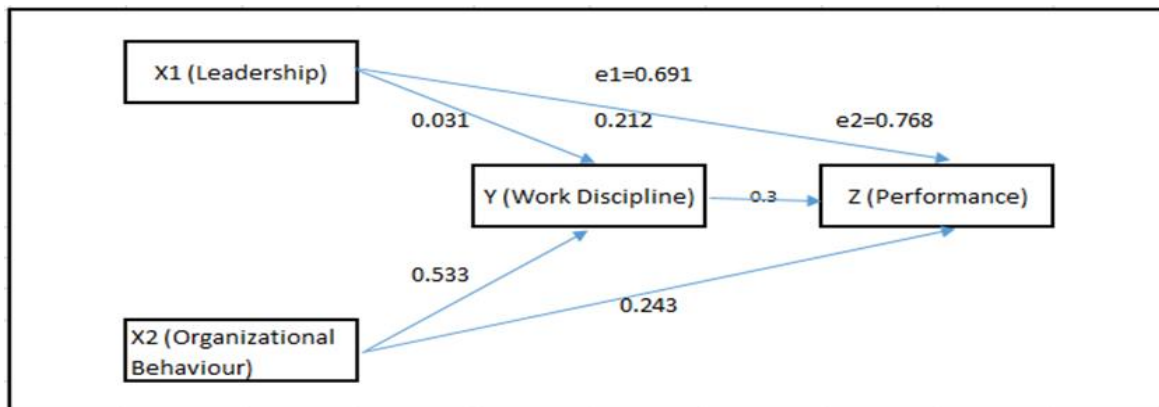


Figure 1. coefficient of the direct effect, indirect and total

1. The direct effect of leadership on the performance seen from the regression coefficient value of organizational culture on the performance that is equal to 0.212.
2. The indirect effect of leadership on performance through work discipline is a product of the leadership on work discipline and work discipline on performance ($P1 \times P5$) are: $0.301 \times 0.300 = 0.09$.
3. The net effect (total effect) of leadership on performance is a direct effect + indirect effect ($P1 + (P1 \times P5)$), namely: $0.212 + 0.09 = 0.302$.

From the calculation, that the indirect effect coefficient $<$ direct influence ($P1 \times P5 > P3$) i.e. $0.09 < 0.212$, it can be concluded that H_0 is accepted and rejected H_1 which means that leadership insignificantly influence the performance indirectly through job satisfaction. This suggests that the actual effect of the leadership on performance is indirect not influence.

4. The direct effect of organizational behavior on the performance seen from the regression coefficient value of organizational behavior on the performance that is equal to 0.243.
5. The coefficient indirect and total:

The indirect effect organizational behavior to performance through work discipline is the multiplication organizational behavior on work discipline and work discipline on performance, namely: ($P2 \times P5$) = $0.533 \times 0.300 = 0.159$.

The net effect (total effect) leadership style is a direct influence on the performance of the indirect effect ($P2 + (P2 \times P5)$), namely: $0.243 + 0.159 = 0.402$.

From the calculation, that the indirect effect coefficient $<$ direct influence ($P2 \times P5 > P3$) i.e. $0.159 < 0.243$, it can be concluded that H_0 is accepted and rejected H_1 which means that the organizational behavior insignificant influence on the performance indirectly through work discipline. This suggests that the actual effect between organizational behavior on performance is indirect not influence.

CONCLUSION

From the discussion in the previous chapter, it can be summarized several conclusions, namely: (1) Leadership significant influence on work discipline. (2) Organizational behavior significant influence on work discipline. (3) Work discipline significant influence on employee performance. (4) Leadership significant influence on employee performance. (5) Organizational behavior significant influence on employee performance. (6) Leadership not

influence on employee performance through work discipline. (7) Organizational behavior not influence on employee performance through work discipline.

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