



THE EFFECT OF LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE WORK DISCIPLINE AT PT. BANK TABUNGAN NEGARA (PERSERO) TBK. SIDOARJO BRANCH

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Abstract

Employee discipline serves as the primary foundation to achieve the company's goals. However, several factors can influence a company's success or failure, namely leadership and work motivation. This research aims to comprehend the influence of leadership and work basis on employee work discipline at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch. A saturation sampling technique is employed for sample selection in this research, which involves the entire population existing in PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch, totaling 88 respondents. This research uses a questionnaire directly administered to the respondents. The analysis method utilized Partial Least Squares (PLS). The research findings demonstrate that leadership and work motivation impact the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch.

Keywords: Work Discipline; Leadership; Work Motivation

INTRODUCTION

A critical factor in this era of globalization is human resources. Adequate internal controls must accompany a company's quality of proficient human resources. In optimizing the company's objectives, human resources are planners, implementers, and determinants of the company's goals. Several factors can influence the success or failure of a company, namely leadership, work motivation, and work discipline.

According to Husain (2020), work discipline manifests an individual's obedience, such as performing actions in alignment with regulations that must be carried out as a form of that individual's responsibility. In the pursuit of fostering discipline, there are strict sanctions that every employee must comply with should they breach the tasks and authorities entrusted to them. Suwatno Dhoni (2018) stated that leadership is the ability to exert constructive influence on others to engage in cooperative efforts to achieve planned goals. Meanwhile, work motivation is defined as the demand of the circumstances on employees to be enthusiastic in carrying out their tasks or to provide encouragement that leads to the maximum achievement of employees' work (Duha, 2018). The object of this research is PT. Bank Tabungan Negara (Persero) Tbk., Sidoarjo Branch, which is a state-owned enterprise (Badan et al. or BUMN) in the banking services sector with its main program being Home Ownership Loans (Kredit Kepemilikan Rumah or KPR). The precise location of the research object is at Jl. Ahmad Yani No. 15, RW 01, Sidokumpul, Sidoarjo, East Java.

Based on internal data from PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch Office, many employees violate company regulations by arriving late to the office. It is elucidated through the following table:

Table 1

Data on Employee Tardiness at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch Office from 2020 to 2022

Year	Number of Employees	Number of Working Days	Late Employees	Percentage
2020	90	304	108	35,52%
2021	91	305	120	39,34%
2022	88	306	124	40,52%

Source: Data processing, 2023

Over three years, there has been a continuous rise in the percentage of employee tardiness, reaching a significant level. In 2020, it stood at 35.52%. Then, it escalated in 2021 to 39.34%. Subsequently, it increased to 40,52% in 2022. Additionally, according to the interview results, leaders and several employees must remember to use the biometric attendance (fingerprint) system when arriving at or before leaving the office. Work discipline is the best solution. The company will find it challenging to achieve its goals optimally without good work discipline. Work discipline can also be improved with high work motivation. However, there are issues related to work motivation, as shown in the following table:

Table 2

Employee Absenteeism Data at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch from 2020 to 2022

Year	Number of Employees	Number of Work Days	Attendance Condition			Number of Absences	Percentage
			Illness	Leave	Alpha		
2020	90	304	42	33	32	107	35,19%
2021	91	305	47	43	42	132	43,27%
2022	88	306	49	46	45	140	45,75%

Source: Data processing, 2023

The above data indicates a need for employee awareness to work professionally, evident from employees absent without clear justification (Alpha). There is an increase in the percentage of absenteeism each year, starting from 35,19% in 2020, rising to 43,27% in 2021, and ultimately reaching 45,75% by the end of 2022. Therefore, it is presumed that insufficient work motivation among employees impacts the work discipline of the employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch.

In addition to the matter of work motivation, a factor contributing to the decline in work discipline is leadership. It is substantiated by the results of observations and interviews with one of the employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch indicated that the administration is

perceived as lacking in firmness when reprimanding employees who frequently arrive late or those who are absent from work without clear justification. In addition, the application of communication between leaders and employees needs to be revised. The leaders need to provide more suggestions or Motivation to employees to make them more productive. It is also substantiated by the pre-survey conducted by the researcher with 20 respondent employees of the company. The pre-survey resulted in 60% of respondents indicating that leaders need to be more firm in imposing sanctions on employees who violate regulations, and they also provide insufficient suggestions or Motivation to employees to enhance their productivity in performing tasks and responsibilities as determined by the company.

According to prior research from Mela Aryani, E. Didik Subiyanto, and Epsilandri Septyarini (2021), leadership and work motivation positively influence employee work discipline. From this, it can be concluded that when leadership and work motivation are effectively enhanced, it will positively impact work discipline. Conversely, when they are low, it will have a negative effect. From the outlined issues, this research aims to determine the influence of leadership and work Motivation on the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch.

LITERATURE REVIEW

Leadership

Leadership, according to Brahmasari (2008), is the effort and action to influence a multitude of people through communication, such as giving instructions or orders, to motivate and coordinate an organization towards bringing about positive change and achieving goals, as well as the ability to instill trust and garner support from subordinates to fulfill the organization's goals. Meanwhile, according to Nurjaya Riswan (2019), leadership also encourages others or subordinates to collaborate in achieving specific goals. Kartono (2017) stated that there are four indicators of leadership, which include: 1) Decision-making ability, 2) Communication skills, 3) Subordinate control ability, and 4) Emotional control ability.

Work Motivation

Work motivation is a psychological attitude or state in which an individual feels driven to complete the tasks assigned to them, thus potentially impacting employees' ability and capacity to fulfill those tasks (Saripuddin & Handayani, 2018). Motivation becomes a crucial criterion that companies or institutions should implement to bolster employees' work enthusiasm by enhancing Motivation. Insufficient Motivation can lead to laziness and a lack of confidence in tasks. Motivation indicators, according to Newstrom (cited in (Wibowo, 2016: 110), include 1) Engagement, 2) Commitment, 3) Satisfaction, and 4) Turnover.

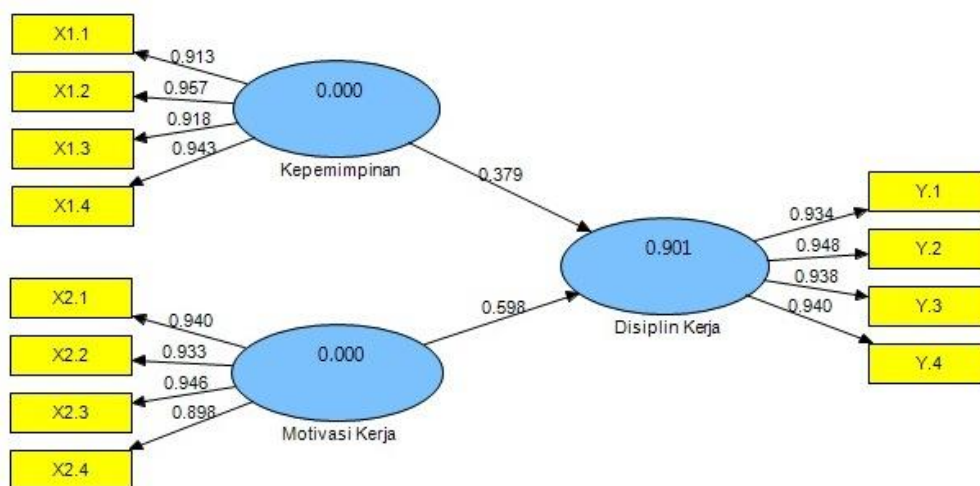
Work Discipline

Work discipline manifests obedient actions and performing tasks according to the regulations that must be followed, reflecting an individual's sense of responsibility (Husain, 2020). According to Sinambela (2017: 335), work discipline is an individual's ability to work in an organized, diligent, continuous manner and to adhere to applicable rules as established. As per Dhermawan & Pratama (2020: 540), work discipline comprises four indicators, which include: 1) Punctuality; 2) Proper Utilization of Office Equipment; 3) High Responsibility; 4) Adherence to Office Regulations.

METHODOLOGY

The research is conducted using a quantitative methodology. The population of this research comprises all employees of PT Sidoarjo Branch, totaling 88 individuals. The sampling method used is census sampling, with all 88 population employees becoming respondents. The measurement of variables uses an ordinal measurement scale through a Likert scale with response options ranging from 1 to 5 the data collection techniques use interviews and questionnaires, with statements directly administered to the respondents. In addition, they are using a Google Form questionnaire. The data analysis method employed is Partial Least Squares (PLS), encompassing outer and inner model measurements.

RESEARCH RESULTS AND DISCUSSION



Source: Data Processed, SmartPLS output

Figure 1. The Outer Model includes Factor Loadings, Path Coefficients, and R-Square.

It can be observed that the factor loading values for each indicator are positioned above the arrows linking variables and indicators. Moving on to the path coefficient values, they are located above the arrows connecting exogenous and endogenous variables. Additionally, the R-Square scores are within the circle, representing the work discipline variable.

Table 3 Average Variance Extracted (AVE)

	AVE
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Leadership	0.870221
Work Motivation	0.863683
Work Discipline	0.883566

Source: Data Processed, 2023

The AVE test results for the Leadership variable with a value of 0.870221, the Work Motivation variable with a value of 0.863683, and the Work Discipline variable with a value of 0.883566. All three variables showed that the values were more significant than 0.5. It indicates that all variables in this research had good validity.

Table 4 Composite Reliability

	Composite Reliability
Leadership	0.964044
Work Motivation	0.962026
Work Discipline	0.968105

Source: Data Processed, 2023

The results of the Composite Reliability test show that the Leadership variable has a value of 0.964044, the Work Motivation variable has a value of 0.962026, and the Work Discipline variable has a value of 0.968105. All three variables exhibit Composite Reliability values above 0.7, indicating that all variables in this research are considered reliable.

Table 5 R-Square

	R Square
Leadership	
Work Motivation	
Work Discipline	0.901286

Source: Data Processed, 2023

R^2 value = 0,901286 indicates that the model can explain that the independent variables of Leadership and Work Motivation influence 90,12% of the variation in Work Discipline. Meanwhile, the remaining 9,88% is accounted for by other variables beyond the scope of this research.

Table 6 Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Leadership -> Work Discipline	0.379050	0.369808	0.084714	0.084714	4.474453
Work Motivation -> Work Discipline	0.598062	0.607254	0.080728	0.080728	7.408333

Source: Data Processed, 2023

Hypothesis Testing Result:

H₁: Leadership had a positive effect on the Work Discipline of PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch, which was accepted. The path coefficient was 0,379050, and the T-Statistic value was 4,474453 > 1,96 (from the $Z\alpha = 0,05$ table), indicating a significant (positive) result.

H₂: Work Motivation positively affected the Work Discipline of PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch, which was accepted. The path coefficient was 0,598062, and the T-Statistic value was 7,408333 > 1,96 (from the $Z\alpha = 0,05$ table), indicating a significant (positive) result.

The Effect of Leadership on Work Discipline

Based on the conducted research, it was found that leadership has a positive and significant effect on the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch. Based on the results of factor loading in the leadership variable, it is evident that the indicator with the highest value is the Communication Skills indicator. It indicates that this indicator holds the most significant influence compared to other indicators within the leadership variable. As previously discussed, it has been observed that leaders at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch is perceived as needing to provide suggestions or Motivation to employees for improved productivity. Furthermore, they appear to lack effectively reprimanding employees who arrive late to the office or are absent without clear justification. Effective leadership communication will clearly disseminate information and employee tasks, thereby minimizing errors in work. It also creates a safer and more comfortable office environment, enhancing employee work discipline. This research is consistent with the findings of Syaiful Pakaya (2020), which indicated that leadership has a positive and significant impact on employee work discipline. Moreover, it is also consistent with the research conducted by Sri Hartono (2022), which indicated that leadership positively and significantly influences employee work discipline.

The Effect of Work Motivation on Work Discipline

Based on the conducted research, it was found that work motivation has a positive and significant effect on the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch. Based on the results of factor loading in the work motivation variable, it is evident that the indicator with the highest value is the Satisfaction indicator. It indicates that this indicator holds the most significant influence compared to other indicators within the work motivation variable. PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch has experienced a decrease in work discipline, as indicated by the elevated count of employees absent from work without clear justification. Employee job satisfaction can be achieved by providing Motivation to employees to work more diligently and by expressing appreciation for their hard work for the company. Leadership and work motivation always have a connection. In this regard, leaders should also play a role in fulfilling job satisfaction. When employees' job satisfaction, which they rightfully deserve, is met and commensurate with their hard work, it can enhance their Motivation to work better and elevate their work discipline. This research is

consistent with the findings of research conducted by Aryo Sidiq Sudibyo Ahmad Mardalis (2023), which indicated that work motivation has a positive and significant impact on employee work discipline. Moreover, it is consistent with the research conducted by Rahmad Ardhiansyah, Mei Retno, and Hesty Prima Rini (2021), which indicated that work motivation positively and significantly influences employee work discipline.

CONCLUSIONS AND RECOMMENDATIONS

Based on the PLS analysis results and the discussions presented, both leadership and work motivation significantly contribute and can add value to enhance the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch. Indicates that the better and more effective the leadership applied and the higher the work motivation of employees, the stronger the work discipline of employees at PT. Bank Tabungan Negara (Persero) Tbk. Sidoarjo Branch becomes.

The recommendations that the researcher can provide to address the issue of work discipline are as follows: The company should enhance and improve leadership, especially in fostering effective and comfortable communication between leaders and subordinates. Additionally, greater attention should be given to employee work motivation by ensuring job satisfaction and fostering improved work discipline. It would encourage employees to arrive punctually at work and minimize unexplained absences.

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