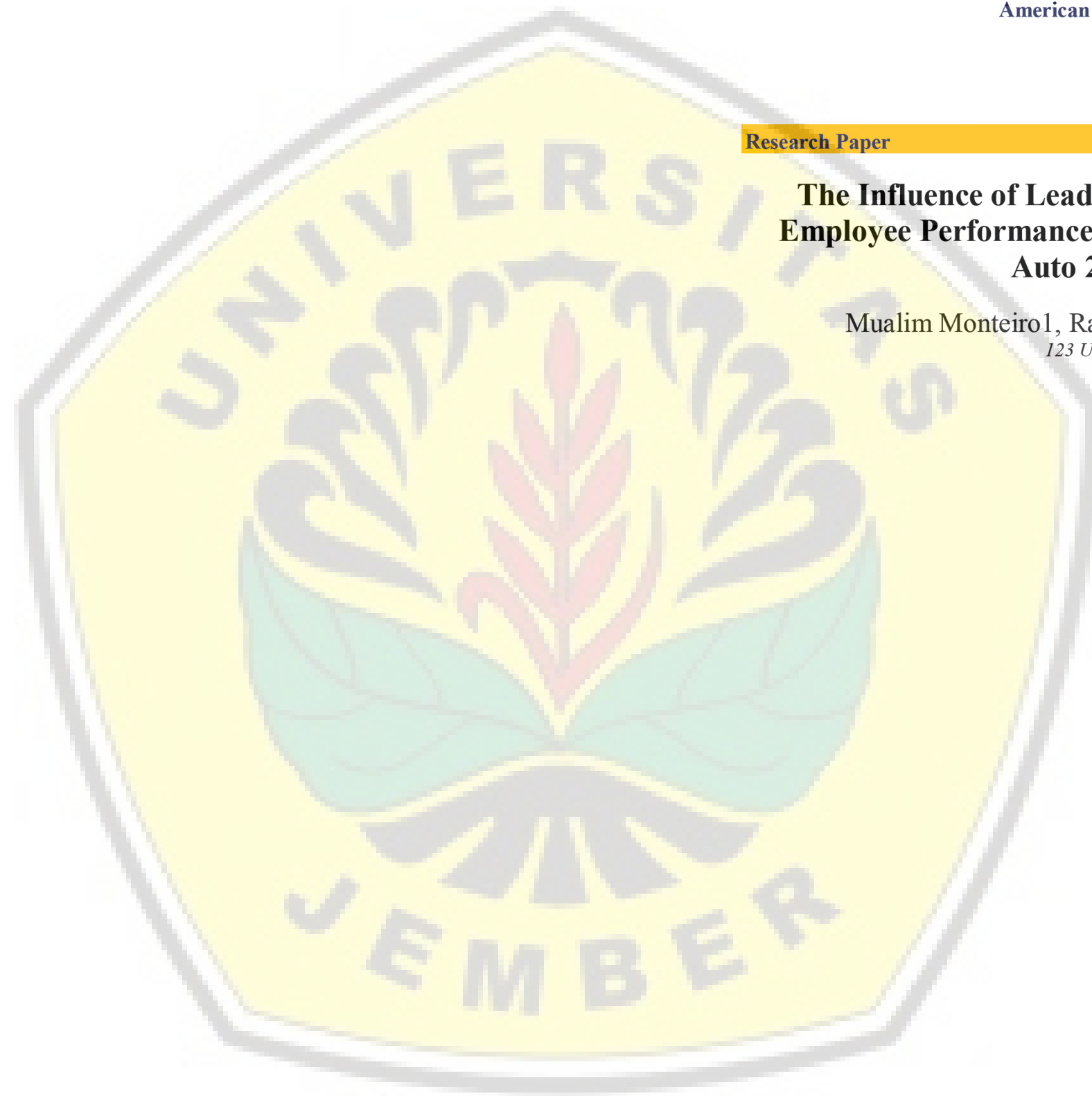


**The Influence of Leadership Style and Work Discipline on
Employee Performance with Work Motivation at PT. Toyota
Auto 2000 Jember Branch**

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ABSTRACT: During the Covid-19 pandemic, it is important to look at the influence of leadership style and work discipline on employees. The purpose of this study was to determine and analyze the direct and indirect effects of leadership style, work discipline and motivation on the performance of PT. TOYOTA AUTO 2000 JEMBER BRANCH employees during the Covid-19 pandemic. There are several research questions that try to be answered, the first is to look at the influence of leadership style on employee performance. Second, the influence of work discipline on employee performance. Third, the influence of leadership style on work motivation. Fourth, the effect of work discipline on motivation. Fifth, the influence of motivation on performance. We found that leadership style and work discipline had a significant effect on work motivation. Leadership style has a significant effect on employee performance. Motivation also has a significant effect on employee performance. Meanwhile, work discipline has no significant effect on employee performance.

Keywords : Leadership Style, Work Discipline, Employee Performance, Work Motivation,

I.INTRODUCTION

Human resources in the company are important assets owned in achieving company goals because they act as the subject of implementation in the company's operational activities. Human resource is the creating and maintaining positive relationship among the organization. They face different challenges' to achieve the targets (Asim, 2013:1). One that is used in managing human resources is employee performance so that human resources become an important factor in achieving organizational goals effectively and efficiently. This will make human resource management as one of the important indicators of achieving organizational goals effectively and efficiently (Suardika et al, 2018:20592). This will make the management of human resources as one of the important indicators of achieving organizational goals effectively and efficiently. Human Resource Management can affect Leadership Style and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable.

Human resources have a big role in a company, especially to achieve company goals. Success in achieving company goals is fully supported by employee attitudes and behavior, employees have an important role in shaping and managing and utilizing existing technology in the company. In reality, the success of a company is determined by the leadership developed in the company and the motivation given to all members or subordinates to achieve these goals. This is because every leader can exert influence on his subordinates.

Employees are the main assets of the company and have a strategic role in the company as thinkers, planners, and controllers of company activities. In order to achieve company goals, employees need motivation to work more diligently and have quality and quantity performance so that they will make a positive contribution to the development of the company. In addition, companies need to pay attention to various factors that can influence employee motivation in improving work discipline and leadership style, which are conducive to encouraging the creation of professional attitudes and actions in completing work in accordance with the fields and responsibilities of each employee. Leaders must ensure that subordinates' performance is properly rewarded, and not otherwise ignore and do not give positive rewards for subordinates' performance.

Each leader has the nature, character, and character of each that is different and is influenced by the nature factors that he brought from birth and the formation of the environment in which the leader works. These different qualities and characteristics of leaders are called leadership styles. With the right leadership style in the company, it will spur the enthusiasm and enthusiasm of employees at work so as to improve employee performance.

At PT. Toyota Auto 2000 Jember Branch, Leadership style is one of the drivers in improving the performance of employees of PT Toyota Auto 2000 Jember Branch. Because a leader must apply a leadership style to manage his subordinates. On the other hand, the aspect of work motivation is also an important aspect in employee performance, where in the current era of the covid19 pandemic, of course, the needs of every employee are increasing due to the covid19 pandemic which must make every country lock down, including Indonesia. Employee performance is also very dependent on the extent of discipline that has been carried out by employees in carrying out their work.

At PT. Toyota Auto 2000 Jember Branch, an employee can be said to be disciplined if he has criteria for attitudes, norms and responsibilities for the workload that has been given to him. Criteria based on attitudes can refer to the mental and behavior of employees of PT. Toyota Auto 2000 Jember Branch which is based on the level of self-awareness or willingness in carrying out work and obeying an order or regulation within the company. Work discipline is needed in a person because one of the tools that can influence a person or group of people in the organization to achieve a goal in which there is a leader as a policy maker and employees as the implementation of the policy so that in its implementation interaction between employees is needed.

Work discipline in PT Toyota Auto 2000 Jember Branch can regulate employee behavior so that employees can do work in accordance with behavioral directions that are tailored to the expectations and interests of the company PT Toyota Auto 2000 Jember Branch to achieve goals. To create working conditions for every employee in the work is the obligation of a leader although often the performance of employees varies according to the expertise they have.

Work discipline is one form of good HR management that must be pursued to support the quality of human resources oriented to customer satisfaction and increasing customer loyalty. Besides that, discipline is a form of employee self-control and regular implementation and shows the level of seriousness of employees' work in the company PT Toyota Auto 2000 Jember Branch. Furthermore, discipline is the main capital that determines employee performance. Employees of PT. Toyota Auto 2000 Jember Branch which has a good level of discipline then its performance will be good. Therefore, it is necessary to have employees who are dedicated and highly disciplined in carrying out their main tasks and functions as employees.

Good work discipline always grows and shows itself in a person. The existence of good discipline in a person can find out how responsible that person is for the task given. The existence of good discipline by these employees can show that PT. Toyota Auto 2000 Jember Branch can be a quality of its employees from this, it can be seen the value of employee performance.

The existence of leadership style and work discipline of employees at PT. Toyota Auto 2000 Jember Branch is expected to motivate employees to work so they can improve performance and work well for the company. Growing motivation in employees becomes an important aspect in supporting the performance of employees of PT. Toyota Auto 2000 Jember Branch. Employee performance also depends on the extent to which employee discipline and a good leadership style from the leadership will be able to encourage employees to improve performance.

At PT. Toyota Auto 2000 Jember Branch, Motivation to employees is not only important for these employees themselves but also important motivation for the company PT. Toyota Auto 2000 Jember Branch so as to improve the performance of the employees. *Motivation in organizations is important and is needed for improving the performance of employees in an affirmative manner* (Burgoyne, et al, 2017:92). Motivation is very important to be upheld by the company for the benefit of employees' work. *Motivation is very significant for the organization or management to treasure a method to motivate their workers. When workers realize that their view are consider to be valued it provides them an intellect of belongingness which can motivate the employees* (Ali, et al, 2016:300).

With the motivation at PT. Toyota Auto 2000 Jember branch can make employees enthusiastic at work and the right leadership style and employees have good work discipline it will produce a work success by showing the best performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016: 67). *Employee performance must be improved, taking into account all aspects or factors that can influence it* (Evanita et al, 2019:685).

The research which is similar to the explanation above is the research conducted by Sindu Pradipto & Edy Rahardja in 2015 with the title Analysis of the Effect of Leadership Style and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable. Based on the analysis and discussion, it can be concluded that: (1) leadership style has a significant positive effect on employee performance so that the first hypothesis is accepted. This means that a better leadership style will further improve employee performance. (2) Work discipline has a significant positive effect on employee performance so that the second hypothesis is accepted. This means that the better work discipline will further improve employee performance. (3) Leadership style has a positive and significant effect on work motivation. So the better the leadership style, the higher the work motivation so that the third hypothesis is accepted. (4) Work discipline has a positive and

significant effect on work motivation. So the higher the work discipline, the higher the work motivation so that the fourth hypothesis is accepted. (5) work motivation has a significant positive effect on employee performance. So the fifth hypothesis is accepted. This means that the higher work motivation will further improve employee performance.

PT. Toyota Auto 2000 Jember Branch is one of the service networks for sales, maintenance, repair and supply of Toyota spare parts in Indonesia whose development is quite declining in the current covid 19 pandemic era. PT. Toyota Auto 2000 Jember Branch is one of the general branch offices of PT. Toyota Auto 2000 which is trying to improve the performance of its employees in order to optimally achieve the company's goals. The company will look for the potential of quality human resources and develop into employees who are able to develop their talents so that they can support the company's performance in the future. One company that is looking for potential quality human resources is PT. Toyota Auto 2000 Jember Branch. If you have quality employees, achieving satisfactory performance requires proper leadership.

The performance of these employees is very helpful for PT. Toyota Auto 2000 Jember Branch in achieving short-term or long-term goals. Employee performance of PT. Toyota Auto 2000 Jember Branch is a goal and a way to ensure that employee activities and the resulting output can be in accordance with organizational goals. However, to achieve this maximum performance, there are also obstacles where there are still leaders who are not right in leading, lack of motivation given by the leadership, causing a sense of work discipline is still low.

II. LITERATURE REVIEW

2.1 Leadership Style

According to Hasibuan (2013: 170) leadership is the way a leader influences the behavior of subordinates, so that they are willing to work together and work productively to achieve organizational goals. Ojokuku R. M, et al (2012: 202) explained that, "Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers and their needs. Managers exercise transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills. It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment."

2.2 Work Discipline

According to Mangkunegara in Sinambela (2012: 239), "work discipline is a measure of organizational activity to utilize all existing contributions or capabilities optimally to achieve goals, by complying with all the regulations that have been set". According to Afandi (2016: 1): "discipline is an order of regulations made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the manpower office, so that people who are members of the organization are subject to The existing order is happy, so that it is created and formed through a process of a series of behaviors that show the values of obedience, obedience, order, and order.

2.3. Employee performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016: 67). Meanwhile, Supriyadi (2012:33) also provides an explanation that what is meant by performance is the achievements achieved by the company in a certain method that reflects the company's health level.

2.4. Work motivation

Motivation is an urge or willingness that arises from employees to do a job because of the desire to meet needs (Cahyono, 2012: 287). Work motivation is a process that directs and sustains the performance. Motivation encourages employees internally towards the actions which help them to achieve the goals or specific task which is assigned to him (Azeem, et al, 2014).

2.5 Conceptual framework

This study examines the influence of leadership style and work discipline on employee performance with work motivation as an intervening variable. The success of the company is very influential on the quality of the human resources in it so that human resource management is an important aspect. If the quality of human resources in the company is good, it will have an impact on the results of employee performance. Good employee performance is not automatically obtained by itself but can also come from the motivation given by the company or the leadership in their work. Every company leader has a different leadership style. Leaders also have different rules in their leadership. The existence of regulations made in this company, employees must carry out the applicable rules.

With the discipline that applies in the company, it is expected to be able to motivate so that it has a good impact on employee performance. The existence of good leadership will lead to goodness. Leaders must be good examples at work so that employees can improve work discipline so that they can motivate employees

to provide good performance..

The conceptual framework in this study are:

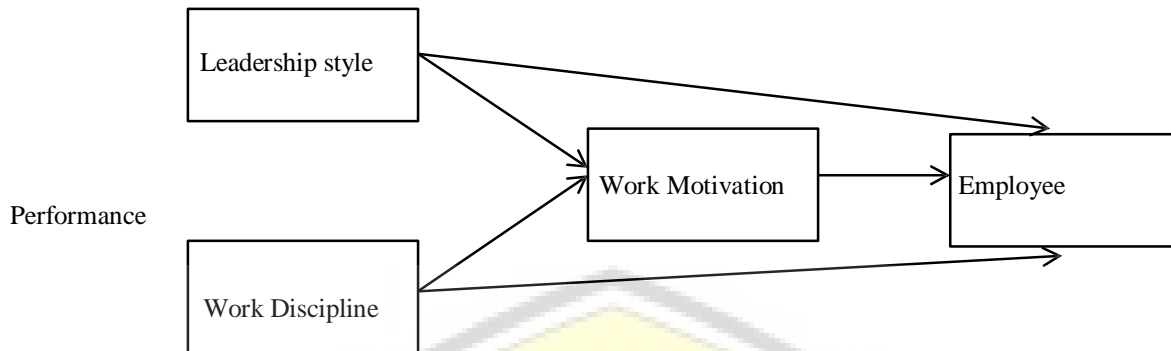


Figure 1. Conceptual Framework

2.5 Research hypothesis

The hypotheses proposed in this study include:

- a. **Leadership style has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch**
H1: It is suspected that there is an influence between leadership style on the performance of PT. Toyota Auto 2000 Jember Branch.
- b. **Work discipline has a significant effect on the performance of employees of PT. Toyota Auto 2000 Jember Branch**
H2: It is suspected that there is an influence between work discipline on the performance of PT. Toyota Auto 2000 Jember Branch.
- c. **Leadership style has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch**
H3: It is suspected that there is an influence between leadership style on work motivation of PT TOYOTA AUTO 2000 JEMBER BRANCH
- d. **Work discipline is very significant influence on work motivation of PT. Toyota Auto 2000 Jember Branch**
H4: It is suspected that there is an influence between work discipline on work motivation. PT TOYOTA AUTO 2000 JEMBER BRANCH.
- e. **The very significant influence of motivation on the performance of employees of PT. Toyota Auto 2000 Jember Branch**
H5: It is suspected that there is an influence between motivation on the performance of employees of PT TOYOTA AUTO 2000 JEMBER BRANCH

III.METHOD

This research method uses quantitative research to test the hypothesis of the correlation that has been determined by the author.

The population of this research is the employees of PT. Toyota Auto 2000 Jember Branch numbered 105 with a saturated sample of a number of populations.

Methods of data collection using observation and questionnaires as well as literature study. Technical analysis of the data using path analysis, to analyze the causal relationship that occurs in multiple regression.

The variables in this study are independent variables (X), namely leadership style and work discipline. The dependent variable (Y) is service performance. Intervening Variable(Z). Hypothesis testing using t test, reliability test, validity test, and classical assumption test.

IV.RESULT AND DISCUSSION

4.1. The Effect of Leadership Style on Motivation (Hypothesis 1)

Based on the results of the study, it is known that leadership style has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 1 obtained because the value of $t_{count} > t_{table}$ ($3.683 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the increasing leadership style will increase work motivation. Thus the first hypothesis which states "Leadership style has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch" is proven and can be declared accepted.

4.2 The Effect of Work Discipline on Motivation (Hypothesis 2)

Based on the results of the study, it is known that work discipline has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 1 obtained because the value of $t_{count} > t_{table}$ ($3.542 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the increasing work discipline will increase work motivation.

Thus the second hypothesis which states "Work discipline has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch" is proven and can be declared accepted.

4.3 The Effect of Leadership Style on Employee Performance (Hypothesis 3)

Based on the results of the study, it is known that leadership style has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 2 obtained because the value of $t_{count} > t_{table}$ ($2.123 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the higher the leadership style, the higher the employee's performance. Thus the third hypothesis which states "Leadership style has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch" is proven and can be declared accepted.

4.4 Effect of work discipline on employee performance (Hypothesis 4)

Based on the results of the study, it is known that work discipline has no significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 2 obtained because the value of $t_{count} < t_{table}$ ($0.851 < 1.985$), so H_0 is accepted and H_a is rejected. Thus the fourth hypothesis which states "Leadership style has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch" is not proven and can be declared not accepted.

4.5 Effect of Motivation on Employee Performance (Hypothesis 5)

Based on the results of the study, it is known that motivation has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test on the regression equation 2 obtained because the value of $t_{count} > t_{table}$ ($9.036 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the higher the motivation, the higher the employee's performance.

Thus the fifth hypothesis which states "Motivation has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch" is proven and can be declared accepted.

V. CONCLUSION

From the results of the data analysis above, the following conclusions can be drawn:

Leadership style has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 1 obtained because the value of $t_{count} > t_{table}$ ($3.683 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the increasing leadership style will increase work motivation.

Work discipline has a significant effect on work motivation at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 1 obtained because the value of $t_{count} > t_{table}$ ($3.542 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the increasing work discipline will increase work motivation.

Leadership style has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 2 obtained because the value of $t_{count} > t_{table}$ ($2.123 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the higher the leadership style, the higher the employee's performance.

Work discipline has no significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test in the regression equation 2 obtained because the value of $t_{count} < t_{table}$ ($0.851 < 1.985$), so H_0 is accepted and H_a is rejected.

Motivation has a significant effect on employee performance at PT. Toyota Auto 2000 Jember Branch. This is based on the t-test on the regression equation 2 obtained because the value of $t_{count} > t_{table}$ ($9.036 > 1.985$), so H_0 is rejected and H_a is accepted. The t-count value is positive, meaning that it has a positive effect, namely the higher the motivation, the higher the employee's performance.

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