

The Effect of Leadership, Motivation, and Discipline on Employee Performance in The Banglen Layer Farming Industry in The Province in Yogyakarta

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Abstract— This research is done to find out the effect of leadership, motivation and discipline on employees' performance in Banglen layer chicken farm in Yogyakarta province. The research method uses quantitative method in which data is obtained by distributing to all of Banglen Farming Chicken employees in Yogyakarta province offline questionnaires. The sample in this research uses saturation method, so this research uses 52 of all Banglen Farming employees as the respondents. The benchmark that is used to evaluate this research on questionnaire uses Likert scale. The test that is used in this research data analysis uses SPSS (*Statistical Product and Service Solution*) software. Based on the result of data analysis in this research, shows that leadership variable (X1) has significant value as 0.007 and T calculation of 2.826 on employees' performance variable (Y), so be stated affects significant. Motivation variable (X2) has significant value of 0.008 and t calculation of 2.766 on the employees' performance variable (Y) so be stated affects significant. Discipline variable (X3) has significant value as 0.068 and t calculation of 1.865 on the employees' performance variable (Y).

Keywords—Discipline, Employee's Perfomance, Leadership, Motivation

1. Introduction

Eggs are one of the staple foods that can provide protein intake for the human body. In addition to containing high protein, eggs can be processed into various types of food such as side dishes, bread, and complementary food ingredients so that they are needed by restaurants, caterers and bakeries, even eggs are included in the category of staple foods. Even 65% of egg production is used as a form of social assistance distributed by the government to people in need (databooks.katadata, 2018) so that the development of the laying hens industry is increasing.

This study uses a laying hens farm in Banglen Hamlet, Widodomartani Village, Ngemplak as the object of research. This company is one of the places of business located in D. I. Yogyakarta. Banglen Farm has a total of 52 employees consisting of 30 employees who are responsible for the production of adult chickens, 15 employees are responsible for raising chicks and the remaining 7 employees are responsible for maintaining the cage facilities.

The owner implements a salary and bonus system to motivate and discipline employees. The payroll system is made in such a way that it does not violate the regional UMR regulations while at the same time providing a sense of justice for employees who are more diligent and have good performance and responsibility. The bonus and premium system implemented by the company is when employees do not take more than two days of leave in one month or 30 days, they will get a bonus.

Industries such as laying hens utilize a lot of human resources as a driver of management activities within the company. Hersona & Sidharta (2017) state that human resources are a very important key element in an organization because every human being has different characteristics. The large number of human resources must be accompanied by proper leadership so that they can become an example for employees.

Leadership affects employee performance because if leaders can provide sensitivity and understand employee needs, employee performance will be higher (Parashakti and Setiawan, 2019). Motivation affects employee performance because if employees get high motivation to work, then employee performance will be higher

following the given motivation (Parashakti & Setiawan, 2019). Discipline affects employee performance because if employees have high discipline, then employee performance will be better because it can overcome an existing performance problem (Sapitri and Hermani, 2019).

2. Literature Review

2.1. Leadership

Turang et al., (2015) define that leadership is a process by which we can encourage organizations to carry out their work efforts in order to achieve company goals. Leadership itself is an important factor as a determinant of the company (Andayani and Tirtayasa., 2019). Leadership in general is an influence, art or process to influence someone (Marjaya and Pasaribu, 2019). According to Isvandiari and Idris (2018), the nature, habits, temperament, character, and personality of a leader are very influential factors in his leadership style to determine the success of becoming a leader. Leadership has a very dominant and risky role in all efforts to improve performance in every individual, group and every level of the organization (Hersona & Sidharta, 2017). According to Christian and Melinda (2018) Leadership has four indicators, namely:

- a) Notify or inform (telling)
- b) Selling
- c) Participate
- d) Delegating tasks to subordinates

2.2. Motivation

Marjaya and Pasaribu (2019) define that motivation is the driving force of each individual that makes organizational members willing, willing and responsible to fulfill their obligations in order to achieve organizational goals. Basically, motivation can make employees work as hard as possible for their goals or targets (Hesona & Sidharta 2017). According to Turang et al., (2015) Motivation is one of the most important things in human life, with motivation people can go beyond the limits of their minds and achieve what they need. The needs of each individual occur if there is no balance between what they want and expect, so they will be driven or motivated to expend efforts with high effort to achieve their goals. Inaray et al., (2016). According to Yenni and Sukmawati (2020) there are three indicators in motivation, namely (1) the desire to carry out activities, (2) belief in success, and (3) tenacity in trying.

2.3. Discipline

Discipline according to Isvandiari and Idris (2018) is attitudes, behavior and actions that are in accordance with written and unwritten regulations and if they violate there will be sanctions or warnings that will be given. Discipline in this organization aims to overcome negligence or mistakes caused by delays, incompetence and inattention, this is sought to accelerate the company's goals (Nisyak, 2018). According to Turang et al., (2015) discipline is a communication tool for managers and employees so that managers can assess the willingness and habits of employees by increasing awareness and willingness of employees to follow company rules and social norms. Prayogi et al., (2019) said that discipline consists of eight indicators:

- a. Goals and capabilities (The Purpose and Capabilities)
- b. Leaders who can be used as examples (Exemplary Leadership)
- c. Reply Service
- d. Justice
- e. Supervision attached (Supervision attached)
- f. Penalties
- g. Firmness
- h. Humanitarian Relations

2.4. Employee Performance

Nisyak (2018) defines employee performance as a measure that serves to determine the comparison of the results of the implementation of tasks and responsibilities given by the organization in a certain period and can relatively function employee performance. Employee performance is the result of how employees behave in the company Turang et al., (2015). According to Isvandiari and Idris (2018) performance itself can be defined as a result that is calculated in quality and quantity from the results of employees' efforts to carry out their duties and responsibilities, so that there are four indicators in performance, namely (1) quality (2) quantity (3) task execution, and (4) responsibility.

2.5. Previous Literature

In this study, the basis and references used are using previous research studies to be further developed. Previous researchers in this journal used several national and international journals. One of the national journals used as the basis for this research is a research journal entitled "The Influence of Motivation and Leadership on Employee Performance" by Robert & Melinda (2018). The purpose of this study was to determine the test results of the significant influence of leadership on employee performance. The research method used is a quantitative method, from 71 employees the author only takes 58 respondents who meet the criteria in this study. The results of this study indicate that leadership has a positive effect on employee performance. A sense of achievement is a variable that links leadership and employee performance. Leadership has a positive effect on a sense of achievement and a sense of achievement has a positive effect on employee performance. The relevance of this study is the similarity of the variables of leadership and employee performance.

The next previous research is an international research journal taken from Pawirosumarto et al., (2017). The title of this research journal is "Factor Affecting Employee Performance Of PT. Kiyokuni Indonesia". This study aims to determine which factors have the most influence on employee performance. Respondents in this study amounted to 82 respondents who met the criteria in the testing of this study, the data were processed by quantitative methods. The results of this study indicate that discipline, motivation and leadership style affect employee performance. Discipline factor is the strongest factor in influencing employee performance, motivation is the second strongest factor in influencing employee performance and leadership style is the third strongest factor in influencing employee performance. The relationship in this study is the similarity of discipline, motivation and leadership in influencing employee performance.

2.6. Hypothesis

According to the results of research conducted by Christian & Melinda (2018) concluded that leadership has a significant effect on employee performance. This is because employees believe that if a leader can be a good example for their employees, employees will be loyal to their organization and employees will also be motivated to further improve their work. This hypothesis is also supported by Hersona & Sidharta (2017) who recognize that the role of leadership in employee performance has the most dominant influence between motivation and disciplined behavior. Based on the hypotheses that have been obtained, the hypotheses in this study are:

H1: Leadership has a significant effect on employee performance

According to the research results of Pawirosumarto et al., (2017) it is proven that motivation has a significant effect on employee performance, if the motivation we have is high, performance in carrying out obligations and tasks will be high, and vice versa. Robert and Melinda (2018) explained that employees will be more motivated if they get appreciation from leaders as a form of appreciation for employee achievements, because then employees will feel recognized for their hard work to work better than others. Hersona & Sidharta (2017) support this hypothesis by stating that motivation is the second strongest factor affecting employee performance. Therefore, the hypotheses obtained are:

H2: Motivation has a significant effect on employee performance.

The results of the study from Prayogi et al., (2019) show that disciplinary behavior has a significant effect on employee performance. Competent managers will respect justice more, that is what makes good discipline for company employees. According to Pawirosumarto et al., (2017) stated that discipline is the most influential

variable between motivation and leadership, so it requires special attention. Work discipline can have a significant influence on a person's behavior, consciously or unconsciously, which will ultimately affect the performance (Hesona and Sidharta 2017). From the hypotheses from previous studies, therefore the hypotheses in this study are:

H3: Discipline has a significant effect on employee performance.

3. Research Methods

3.1. Population and Sample

According to Inaray et al., (2016) population is a generalization area in which there are objects or subjects that have certain qualities and characteristics to be studied and concluded by researchers. In this study, the population that will be used is all Banglen Ranch employees, totaling 52 people. The sample used in this study is a non-probability sample with a saturated sample in sampling in this study. The saturated sample is a sample that takes the entire population as the research sample (Andayani and Tirtayasa, 2019). So that the sample used in this study is the entire population of 52 respondents who are all employees of Banglen Farm.

This research is processed into quantitative data types. Sources of data used in this study in the form of primary data. Primary data is data that can directly provide data to researchers (Imron, 2019). The primary data used in this research is in the form of a questionnaire which has been distributed by the researcher to the informants. The measurement scale used in this study is a Likert scale. This Likert scale is used to measure attitudes, opinions of a person or group regarding social phenomena (Inaray et al., 2016) with the following conditions:

1 = Strongly Disagree

2 = Disagree

3 = Fairly Agree

4 = Agree

5 = Strongly Agree

4. Result and Discussion

Measurements in this study using SPSS software (Statistical Product and Service Solution). The data of this research was obtained from an offline questionnaire which was distributed to 52 employees of Laying Chicken Farm in Banglen, D.I.Yogyakarta Province. The data analysis test carried out in this study consisted of 4 steps, namely; validity and reliability test, classical assumption test, data analysis model and research model testing. In the classical assumption test, there are normality tests, multicollinearity tests and heteroscedasticity tests that are used to test each variable in the study. The data analysis model used in this research is multiple linear regression analysis. The research model testers or hypothesis testing used in this study are the F test, T test, correlation coefficient test and the coefficient of determination test

4.1. Respondent Profile

Based on the results of the questionnaire that has been distributed to 52 employees of Laying Chicken Farm in Banglen D.I.Yogyakarta, it shows that the majority of employees are male and the majority of employees are 39-50 years old.

4.2. Validity and Reliability

The validity test in the study used the Pearson correlation measurement. Analysis of the data used in this validity test using bivariate analysis method. The results of data analysis through SPSS software were declared valid on each variable indicator in this measurement. This is because the Pearson correlation value is greater than the r table of the study.

The reliability test on the results of research data analysis shows that there is one indicator that shows that the Cronbach alpha if the item deleted has a greater value Cronbach alpha overall variable, this is found in the X2.3 indicator which has a Cronbach alpha overall value of 0.608 and a Cronbach alpha value if item deleted it is

0.703. So in order for the X2 (motivation) variable to be declared reliable, the X2.3 indicator needs to be eliminated.

4.3. Normality Test

Table 1. Normality Test

	<i>Kolmogrov Smirnov</i>
	Sig.
Unstandardized Coeficients	.200

Source: processed data (2021)

The results of the analysis of the normality test in this study the significance value is 0.2, which means that the significance value is greater than 0.05. So it can be concluded that the results of the research normality test are stated to be a normal distribution residual

4.4. Multicollinearity test

Table 2. Multicollinearity test

Variable	Collinearity Statistic	
	Tolerance	VIF
Leadership (X1)	.305	3.284
Motivation (X2)	.650	1.540
Discipline (X3)	.337	2.971
Dependent Variable: Employee Performance (Y)		

Source: processed data (2021)

The multicollinearity test in this study uses values and tolerances as benchmarks in the study. If the VIF value is < 10 and has a tolerance number close to 1, it can be stated that the variable does not have multicollinearity symptoms. The results of the multicollinearity test data analysis showed that the leadership variable (X1) had a VIF value of 3.284 and a tolerance value of 0.305. Then the leadership variable is declared to have no symptoms of multicollinearity. The motivation variable (X2) has a VIF value of 1.540 and a tolerance of 0.650. So it can be concluded that the motivation variable does not have multicollinearity symptoms. The discipline variable (X3) has a VIF value of 2,971 and a tolerance value of 0.337. This shows that the discipline variable does not show symptoms of multicollinearity.

4.5. Heteroscedasticity test

Table 3. Heteroscedasticity test

Model	Sig.	information
Leadership (X1)	.490	
Motivation (X2)	.074	
Discipline (X3)	.528	
Dependent Variable: Employee Performance (Y)	There is no heteroscedasticity problem	

Source: processed data (2021)

Heteroscedasticity test used in this study using the Glejser test, if the significance value is more than 0.05, it is stated that the regression model used does not occur deviations and there is no heteroscedasticity problem. heteroscedasticity on the independent variables of leadership, motivation and discipline there is no deviation or there is no heteroscedasticity problem.

4.6. Multiple Regresion

Table 4. Multiple Regresion

	Standardized Coefficients
	Beta
Constant	2.533
Leadership (X1)	.348
Motivation (X2)	.463
Discipline (X3)	.127
Dependent Variable: Employee performance (Y)	

Source: Processed data (2021)

$$Y = 2.533 + 0.348X1 + 0.463X2 + 0.127X3$$

The regression equation obtained shows that the variables of leadership, motivation and discipline have a positive and unidirectional influence. This shows that leadership (X1), motivation (X2) and discipline (X3) affect employee performance (Y).

4.7. Hypotesis test

4.7.1. F Test

Table 5. F test

ANOVA		
Model	F	Sig.
Regression	35.775	0.000

Source: processed data (2021)

The results of the F test that are listed show that the F value is 35,775 which means it is greater than the F table (2.72). The significance value in this study is less than 0.05, which is 0.000. So the results of the F test in this study stated that leadership, motivation and discipline had a simultaneous effect on employee performance.

4.7.2. t test

Table 6. t test

Variable Independent	t	Sig.
Leadership	2.826	.007
Motivation	2.766	.008
Discipline	1.865	.068

Source: processed data (2021)

The results of the t-test data analysis show that the discipline variable has no significant effect on employee performance. This is because the t-count value is smaller than 2.008 or the t-table is 1.865 and significant on the discipline variable is 0.05, which is 0.068. So, according to the results of the t-test analysis, leadership and motivation have a significant effect on employee performance.

4.7.3. Coefiecient Corelation test

Table 7. Coefiecient Corelation test

Model	R.	R ²
1	.831	.691

Source: processed data (2021)

The results of data analysis on the correlation coefficient test show that the relationship between the independent variable and the dependent variable has a strong relationship. This is shown based on the results of the correlation coefficient which shows the value of 0.831 which means it is close to 1.

Based on the results of the determination coefficient test, it shows that the independent variables (Leadership, Motivation and Discipline) are sufficient to explain 69.1% of the influence on the dependent variable (Employee Performance). Other variables explain 30.9% of the employee performance variable.

6.8. Discussion

Leadership has a significant effect on employee performance. So if there is an increase in the sense and attitude of leadership that the leader has in the company, it will improve employee performance. The results of this conclusion are also supported by research that has been done previously by Christian & Melinda (2018) and Hersona & Sidartha (2017) which states that leadership is an independent variable that affects the dependent variable of employee performance.

Motivation has a significant effect on employee performance. With an increase in motivation based on the desire, belief and tenacity of employees in carrying out their duties and responsibilities, it improves employee performance in Banglen Farms. The results of this data analysis are also in accordance with the results of previous research data analysis conducted by Pawirosumarto et al. (2017), Robert & Melinda (2018) and Hersona & Sidharta (2017) which state that motivation is a variable that affects employee performance.

Discipline has no significant effect on employee performance. Based on descriptive statistical analysis data on discipline variables, the lowest mean value is 3.86 with a standard deviation of 0.768 on the X3.6 indicator which states "I will get a sanction if I violate the rules". This is because some employees feel that the sanctions for violations in the Banglen Livestock company are not clear and firm, so they are not too afraid of the sanctions they receive. So that this factor is the reason that discipline does not become a trigger or influence for employees to improve their performance at Banglen Ranch. This is also supported by previous research conducted by Sari (2016) and Satedjo & Kempa (2017) whose research results state that discipline has a significant effect on employee performance.

5. Conclusion and Practical Implication

- a) Leadership has a significant effect on Employee Performance at Laying Chicken Farms in Banglen, D.I.Yogyakarta Province
- b) Motivation has a significant effect on Employee Performance at Layer Chicken Farms in Banglen, D.I.Yogyakarta Province Provinsi
- c) Discipline has no significant effect on Employee Performance at Laying Chicken Farms in Banglen, D.I.Yogyakarta Province

5.1. Suggestions and limitations

This research was conducted only limited to employees and managers of Laying Chicken Farms in Banglen, D.I.Yogyakarta Province. Respondents in the study were all employees at Banglen Ranch with a total of 52 people. Research suggestions based on the results of the analysis are addressed to the company and further researchers. Suggestions for the company are to maintain their leadership sense and attitude, provide training to new employees for 2 months for employees to be able to maintain and manage their chicken coops and provide strict and clear sanctions for employees who violate company regulations. Suggestions for further researchers are to add to develop with other variables related to employee performance variables. Another variable that can be developed by further researchers is leadership style.

6. Reference

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