

The Influence of Leadership, Motivation, and Work Discipline on Employee Performance in the Era of the COVID-19 Pandemic at PT. Bank Rakyat Indonesia (PERSERO) Tbk

Angelina Ginting¹, Deni Faisal Mirza²
Prima Indonesia University
Email : denifm.ukmcenter@yahoo.com

ABSTRACT

This study aims to see how well employees perform in their work during the Covid 19 pandemic. This study will also see whether independent factors of leadership, motivation, and discipline have a statistically significant effect on how well employees perform at work. In collecting the data, the researcher used a quantitative approach in the form of questionnaires, interviews, and documentation and managed the data with SPSS 20 for windows. The population of this study consisted of 43 employees of PT. Bank Rakyat Indonesia Krakatau Service Unit and all of them were used as samples. Multiple linear regression and standard assumption tests were used in this study. A positive impact on employee performance was found to be associated with effective leadership, and a positive impact on employee performance was found to be associated with effective motivation. A negative impact on employee performance was found to be associated with poor work discipline. According to the findings of research conducted simultaneously, leadership, motivation, and discipline have a major influence on employee performance characteristics. We can conclude this study based on the coefficient of determination test, which in this case is 0.607 (60.7%) which means that employee performance is to some extent influenced by aspects of leadership, motivation, and work discipline, with the remaining 39.3 percent influenced by other factors.

Keywords: Employee Performance, Work Discipline, Leadership, Motivation

INTRODUCTION

The banking industry today continues to grow and develop rapidly. Every company now has to find new ways to maintain and improve the quality of its services. Another thing that is no less important is paying attention to human resources because they are the company's most important asset and play a major role in running the business. Effective management is also needed to handle any changes or processes that affect the company's operations quickly and effectively.

PT. Bank Rakyat Indonesia is the largest government-owned bank in Indonesia and always prioritizes customer satisfaction. Bank BRI is also a bank whose distribution in Indonesia is almost evenly distributed to remote areas, so it is very easy to find even in small areas in Indonesia. Employee performance of PT. Bank Rakyat Indonesia needs to be improved again, to achieve the goals and progress of the organization. leadership in Bank Rakyat Indonesia is expected to have a positive impact on the performance of its employees in terms of encouraging employees to be motivated in carrying out their duties. MotivThe motivations. Bank Rakyat Indonesia needs attention between fellow employees and leaders so that every employee is motivated to work diligently and order to achieve a high level of work productivity. with work discipline of PT. Bank Rakyat Indonesia needs to be considered because it affects the performance of an employee.

Literature Review Leadership

According to Fauzi, et al (2021:20), "Leadership is an effort to influence a person or group by sharing encouragement and direction in working together in pursuit of agreed goals". According to Hutahaeen (2021: 3), "Leadership is a skill or strength within a person to lead and influence others in terms of work, where the goal is to achieve the goals (goals) that have been set". According to Irham (in Wijoyo, 2021:11), "Leadership is a field that thoroughly discusses how to concentrate, monitor and influence others to carry out tasks by what was ordered".

Motivation

According to Ahmad Hudri (2020: 31), "Motivation is an encouragement or basis in increasing one's passion or enthusiasm in doing something, to be able to realize what has been aspired". According to Rus Hartata (2020: 18), "Motivation is a process that occurs within a person that directs him to achieve goals". According to Hamzah (2021:9), "Motivation is an impulse that arises because it is driven from within and from outside oneself which makes a person have the desire to change specific behavior **or activities to be better than the previous condition**".

Work Discipline

According to Surajiyo, et al (2020: 58), "Discipline is an ability that develops in the soul of an employee which causes employees to sincerely adapt to the provisions of the rules and high values of behavior and work". According to Wursanto (in Padmaningrum, 2021: 46), "Discipline is a condition that triggers or motivates an employee to carry out all activities by predetermined norms or rules". According to Kartika, et al (2021:95), "Discipline is a technique used in dealing with performance conflicts where this technique involves the leadership to identify and discuss performance problems with employees".

Employee performance

According to Efendi (in Dadang, 2020: 40), "Performance is the result of employee efforts or concrete attitudes shown in their role in the organization". According to Burhanuddin (2021:51), "Performance is the result of work that is directly related to strategic business objectives as well as customer satisfaction and involvement in economic activities". According to Muhdar (2021:212), "Performance is an illustration of the level that must be achieved in the operation of an activity or procedure in creating goals, targets, and organizational vision and mission which are realized through strategic planning".

RESEARCH METHODS

In particular, the researcher wants to use quantitative descriptive research techniques in this study. According to Sugiyono (2015:29), "Descriptive studies are statistical studies that have the advantage of providing an overview or providing comments on a topic that will be explored using relevant information in general". This research will be explanatory. According to Sugiyono (2015:6), "Explanatory research reveals the role of the variables studied and the relationship between one variable and another by analyzing the formulated hypothesis. The population of this study amounted to 113 people with a sample of 43 people. Based on a hypothesis and research objectives, the research model that will be used is the multiple linear regression analysis methods

Normality Test

Figure III.2 P-Plott Normality Test shows that the regression model meets the assumption of normality because the graph displays the points that follow and approach the diagonal line

Multicollinearity Test

Table 2: Multicollinearity Test
Coefficients^a

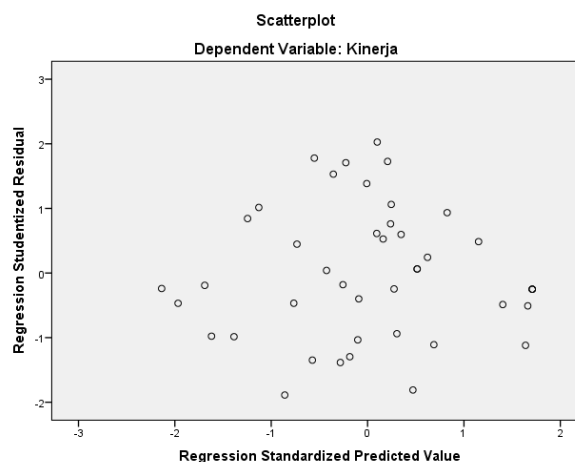
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-4,198	4,486		-,936	,355		
1 Kepemimpinan	,348	,165	,236	2,109	,041	,750	1,333
Motivasi	,711	,171	,601	4,149	,000	,445	2,248
Disiplin	,097	,156	,097	,620	,539	,381	2,626

a. Dependent Variable: Kinerja

Source: Research Results Source (2021)

With the data listed in the table above, we can conclude that a person's leadership tolerance is 0.750; their motivation is 0.445; and their discipline 0.381. Because the tolerance value for each independent variable is greater than 0.1 and the VIF value is less than 10, this rule excludes multicollinearity.

Heterokedastisity Test



Gambar III. 1 Uji Scatterplot

Source: Research Results by SPSS (2021)

Since the Y-axis points are randomly distributed above and below the 0-axis, no pattern can be seen in Figure III.3. This means that H0 is accepted because there is no indication of heteroscedasticity.

Table 3: Glejser Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,633	2,472		1,470	,150
Kepemimpinan	,026	,091	,051	,280	,781
Motivasi	-,115	,094	-,286	1,218	,231
Disiplin	,046	,086	,137	,538	,594

a. Dependent Variable: RES2

Source: Research Results Source (2021)

The leadership variable (X1) is 0.781 > 0.05, the motivation variable (X2) is 0.231 > 0.05 and the discipline variable (X3) is 0.594 > 0.05, which means all of them have a significance value greater than 0.05 in Table III.4. We can conclude that there is no evidence of heteroscedasticity in the data.

Results of Research Data Analysis

According to the results of SPSS, multiple linear regression was used in table B to analyze the data.

Table 4: Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4,198	4,486		-,936	,355
Kepemimpinan	,348	,165	,236	2,109	,041
Motivasi	,711	,171	,601	4,149	,000
Disiplin	,097	,156	,097	,620	,539

a. Dependent Variable: Kinerja

Source: Research Results Source (2021)

$$Y = -4,198 + 0,348 X_1 + 0,711 X_2 + 0,097 X_3 + e$$

The following is a description of multiple linear regression:

1. A constant value of -4.198 means that there is no effect on employee performance given by leadership, motivation, or discipline. In this case, the company's employee performance value is -4.198.
2. Employee performance increased by 0.348 for each unit increase in the leadership variable, by the leadership regression coefficient of 0.348. There is a positive relationship between employee output and the leadership component.
3. For each increase of one unit of motivation variable, the value of employee performance increases by 0.711, which means there is a strong correlation between

employee performance and motivational variables.

4. Increased discipline results in an increase in employee performance values of 0.097 for each unit increase, this means discipline improves employee performance.

Determinants Test

Table 5: Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.607	3,28113

a. Predictors: (Constant), Disiplin, Kepemimpinan, Motivasi

Sumber: Research Results by SPSS (2021)

There are three independent factors (motivation, leadership, and discipline) that affect 60.7 percent of the performance of the dependent variable, another 39.3% is not evaluated in the coefficient of determination test Table III.6 (Adjusted RSquare value of 0.607).

Simultaneous Hypothesis Testing (F Test)

If all the independent variables in a model have a significant effect on the dependent variable, the F test can be used to determine this.

Table 6: Simultaneous Test (F Test)
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	731,900	3	243,967	22,661	.000 ^b
	Residual	419,867	39	10,766		
	Total	1151,767	42			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Disiplin, Kepemimpinan, Motivasi

Source: Research Results Source (2021)

Based on Table III.7 shows that the value of Fcount is 22.661 and Ftable is 2.85 (assuming df1 = 3 and df2 = 39). By using sig. 0.05. From this hypothesis, the result is that Fcount > Ftable, namely (22.661 > 2.85), which indicates that Ho is rejected while Ha accepts. This hypothesis concludes that the variables of Motivation, Leadership, and Work Discipline simultaneously have a positive effect on employee performance variables.

Partial Hypothesis Testing (t-Test)

When determining whether the relationship between the independent variable and its effect on the dependent variable is significant or not, this test can be used.

**Table 7 Partial Test (t-Test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4,198	4,486		-,936	,355
1 Kepemimpinan	,348	,165	,236	2,109	,041
Motivasi	,711	,171	,601	4,149	,000
Disiplin	,097	,156	,097	,620	,539

a. Dependent Variable: Kinerja

Source: Research Results Source (2021)

Based on Table III.8 above shows the ttable value of 1.684 for a probability of 0.05 at $df = 43 - 4 = 39$. Thus, partially testing the following hypotheses can be carried out:

1. The independent variable of leadership has a positive and relevant effect on the dependent variable of employee performance at PT. Bank Rakyat Indonesia, which is indicated by the points $t \text{ count} > t \text{ table}$ of $2.109 > 1.684$ and the value of sig. value $0.041 < 0.05$.
2. Based on the hypothesis, employees at PT. Bank Rakyat Indonesia Tbk. The Krakatau Medan Service Unit will have a major impact on the company's performance if its level of motivation is high enough. This is evidenced by the results of the partial test, namely the points $t \text{ count} > t \text{ table}$ of $4.149 > 1.684$ and the value of sig. $0.000 < 0.05$.
3. Based on the hypothesis, the discipline variable has no relevant effect on employee performance. This is evidenced by the results of the partial test, namely the points $t \text{ count} < t \text{ table}$ of $0.620 < 1.684$ and the value of sig. $0.539 > 0.05$.

DISCUSSION OF RESEARCH RESULTS

The Effect of Leadership on Performance

Leadership has a positive and considerable impact on employee performance, according to the findings of this study. This shows that a leader's ability to motivate and inspire others is directly correlated with the effectiveness of his workforce. Positive leaders and their traits have been demonstrated in previous research by Robbins and Judge (2015: 249), and the findings of this study support these findings.

The Effect of Motivation on Performance

Employee performance is positively influenced by motivation, according to this study. Motivated employees will perform better at work. The findings of this study strengthen Payaman Simanjuntak's (2017:112) research that motivation and work ethic are important components of employee morale.

The Effect of Discipline on Performance

PT. Bank Rakyat Indonesia Tbk. Krakatau Medan's service unit does not benefit much from the disciplinary variable.

CONCLUSIONS

From the evaluation of the facts and discussions presented in the previous chapter, the following conclusions can be drawn::

1. Leadership Partially in this study explains that PT. The performance of the Service Unit of Bank Rakyat Indonesia Tbk Krakatau Medan was improved by the independent variable Leadership (X1).
2. Motivate employees at PT. The Service Unit of Bank Rakyat Indonesia Tbk Krakatau Medan has a beneficial and statistically significant influence on its performance.
3. The independent variable or the Discipline hypothesis (X3) is rejected and does not substantially affect the performance of the service unit of Bank Rakyat Indonesia Tbk Krakatau Medan (X2).
4. Employee performance at the Service Unit of PT Bank Rakyat Indonesia Tbk. Krakatau Medan is positively influenced by the independent variables of leadership, motivation, and work discipline.

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