

# Influence of Leadership, Work Discipline and Intrinsic Motivation on Employee Performance

IA Cynthia Saisaria Mandasari\*, I Gede Surya Pratama, Ade Ruly Sumartini

Faculty of Economics and Business, University of Warmadewa Denpasar, Bali

\*Email address: cynthiafeunwar@gmail.com

**Abstract**—This study aims to determine the effect of leadership, work discipline and intrinsic motivation partially and simultaneously on employee performance at CV. X. as one of the famous motorbikes show room in Indonesia. The research method used is quantitative of 33 respondents. Data analysis techniques using validity test, reliability test, classic assumption test, multiple linear regression analysis, coefficient of determination test, F test and t test. From the results of the study, the results were obtained is that simultaneously leadership, work discipline and work intrinsic motivation have a significant effect on employee performance.

**Keywords**— Leadership, Work Discipline, Intrinsic Motivation and Employee Performance.

## I. INTRODUCTION

Nowadays, the growth of vehicle owners is very large, especially two-wheeled vehicles or motorbikes. Beside the practicality and being able to save more money for users, the interest in motorbikes around the world, mainly in Indonesia is higher because almost Indonesian people have motorbikes. This makes Indonesia becomes potential country for motorcycle companies to sell their motorcycle products. Motorcycles are one of the most preferred transportation for people in Indonesia and one of the main choices for Indonesian people whose country is classified as a developing country, so the demands for motorbikes has increased.

There are several factors that cause employee performance to be less than optimal. Maximum performance can be formed from the leadership style applied by company leaders. In this research, observations made on CV. X as one of the famous motorbikes show room in Indonesia, and it is found that employee performance was nonoptimal as the result of the leadership style applied by the leader of CV.X, namely autocratic leadership style where the leader made all decisions and could not be contested. This causes complaints from employees where leaders never involve employees in making decisions and a lack of leaders in supervising employee work activities in the field. Beside leadership factors, there are also intrinsic motivation factors that can also affect employee performance.

Other than leadership style, lack of desire of employees to develop themselves in order to be able to meet the targets for the work given and the lack of a sense of responsibility for the work provided by the company, this reflects that intrinsic motivation or motivation from within the employee is nonoptimal so it is indicated making performance less than optimal, besides that work discipline can also affect employee performance. In CV.X, there are employees who often take

time off and some even take leave that exceeds the leave quota given by the company, then there is an attitude of lack of employee discipline where there are some employees who often come late at work and rest hours, and there are some employees who are not obedient to company rules such as dress code which are often ignored by employees, this indicates that the work discipline attitude of employees is not optimal. This reflects that the lack of work discipline from employees.

Based on the phenomena described, we are interested in conducting research by finding out the influence of leadership, work discipline and intrinsic motivation on employee performance at CV.X.

## II. LITERATURE REVIEW

### Leadership

Leadership as the ability to influence or encourage a person or group of people to work voluntarily to achieve certain goals or objectives in certain situations according to Afandi (2018).

### Work Discipline

Poor employee work discipline will affect employee performance so that it has a negative impact on the company's success in achieving monthly targets (Tarigan, Priyanto 2021).

### Intrinsic Motivation

According to Siagian in Maulana (2015) intrinsic motivation comes from within the individual. This motivation produces the integrity of goals both organizational goals and individual goals where both can be satisfied.

### Employee performance

Performance or performance according to Rivai (2017) is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through an org's strategic planning. Performance is the result that has been achieved by a person from his work behavior in carrying out his work activities.

## III. RESEARCH METHODS

This study aims to determine the effect of leadership, work discipline and intrinsic motivation partially and simultaneously on employee performance. The location of this research is at CV.X. The research method used is quantitative. The population uses CV.X employees of 33 respondents. The

type of data used in this research is quantitative data. The analysis technique used is multiple linear regression.

IV. RESULTS AND DISCUSSION

Testing the data in this study using multiple linear regression techniques processed with Statistical Package for Social Sciences (SPSS) software. Multiple linear regression analysis is an analysis technique used to determine whether there is an influence between the independent variables on the dependent variable as shown in the following table:

TABLE 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
(Constant)	2,567	3027		.848	.403
Leadership	.398	.116	.385	3,424	.002
Work discipline	.509	.159	.389	3,211	.003
intrinsic motivation	.424	.195	.266	2.172	.038

Source: Processed (2022)

Based on Table 1, the multiple linear regression equation can be written as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2.567 + 0.398X_1 + 0.509X_2 + 0.424X_3 + e$$

Where :

The multiple linear regression equation shows that leadership has a positive effect on employee performance. This means that if leadership is good, work discipline is high, and intrinsic motivation is high, employee performance will increase.

TABLE 2. Results of Determination Analysis Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.868a	.754	.729	3,625

Source: Processed (2022)

Based on Table 2 it can be seen that the value of R square(R<sup>2</sup>)= 0.754.

Based on these results it is known that the value of R<sup>2</sup> = 75.4 percent, which means that 75.4 percent of employee performance(Y) is affected by leadership (X<sub>1</sub>), work discipline (X<sub>2</sub>) and intrinsic motivation (X<sub>3</sub>) and the remaining 27.1 percent is influenced by other variables not examined in this study.

Discussion

Based on the results of the research analysis conducted, the following discussion can be made:

1. The influence of leadership, work discipline and intrinsic motivation simultaneously on the performance of employees.

Based on the regression equation,  $Y = 2.567 + 0.398X_1 + 0.509X_2 + 0.424X_3 + e$ . This means that the variables of leadership (X<sub>1</sub>), work discipline (X<sub>2</sub>) and intrinsic motivation (X<sub>3</sub>) simultaneously have a positive and significant effect on the performance of employees. Based on the F test

(simultaneously) obtained F-count (29.631 > F-Table (2.93) with a significance value of F is 0.000 < 0.05, then H<sub>0</sub> is rejected and H<sub>i</sub> accepted. This means that the better the leadership, the higher the work discipline and the higher the intrinsic motivation, the better the employee's performance, and vice versa, the worse the leadership, work discipline and intrinsic motivation, the lower the employee's performance.

2. The influence of leadership on the performance of employees

The influence of leadership on the performance of employees, obtained t-count (3.424) > t-table (2.045) with a significance level of 0.002 < 0.05, then H<sub>0</sub> is rejected and H<sub>i</sub> is accepted. This means that leadership has a positive and significant effect on the performance of employees. The better the leadership, the better the employee's performance and vice versa, the worse the leadership, the lower the employee's performance.

3. The effect of work discipline on the performance of employees.

The effect of work discipline on the performance of employees, obtained t-count (3.211) > t-table (2.045) with a significance level of 0.003 < 0.05, then H<sub>0</sub> rejected and H<sub>i</sub> is accepted. This means work discipline variables partially have a positive and significant effect on the performance of employees. The higher the work discipline, the higher the employee's performance, and vice versa, the lower the work discipline, the lower the employee's performance.

4. The effect of intrinsic motivation on the performance of employees

The effect of intrinsic motivation on the performance of employees, obtained t-count (2.172) > t-table (2.045) with a significance level of 0.038 < 0.05, then H<sub>0</sub> is rejected and H<sub>i</sub> is accepted. This means the intrinsic motivation variable partially has a positive and significant effect on the performance of employees. The higher the intrinsic motivation will increase employee performance, and vice versa the lower intrinsic motivation will decrease employee performance.

V. CONCLUSIONS

Based on the results of data analysis and discussion, the conclusions obtained from the research results is leadership, work discipline and intrinsic motivation simultaneously have a positive and significant effect on the performance of employees of CV.X. The better leadership, work discipline and intrinsic motivation will improve employee performance.

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