

The influence of leadership style, work discipline, and job satisfaction on employee motivation

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Abstract:

Human resource is very important in organizations, which in this case includes all management personnel and considers employees as the most important asset of the organization, especially to increase motivation, employees, and well-being needs of the organization. Some factors determine employee motivation such as leadership style, work discipline, and job satisfaction. This research is designed to analyze the relationship between leadership style, work discipline, and job satisfaction with employee motivation. Also, we used the forum questionnaires for collected data and use the multiple regression analyses method, with the help of a statistical package for the social sciences (SPSS) version 25. so, the study can analyze the influence of the independent variables (leadership style, work discipline, and job satisfaction) on the dependent variable (employee motivation). Based on the result of the analysis of data, obtained results indicated that the leadership style, work discipline, and job satisfaction positively impact employee motivation, and partial results show these three independent variables also have a shave significant impact on the dependent variable.

Keywords: leadership style, work discipline, job satisfaction, employee motivation

1. Introduction:

In any organization or company, human resources or in this case employees are the main force. The objectives of the company can be achieved based on how well the employee performs in it. That is why the company needs employees with good skills and experience to achieve its objectives of the company.

On the one hand, the main concern of an organization is the motivation of the employees, which depends on many factors, such as leadership style, work discipline, and job satisfaction. Because employees at work are not comfortable, they are not underestimated and cannot fulfill their full potential, and therefore the employee cannot automatically focus and fully focus on work. (Stifan R. Langi, et al, 2015).

According to [S. Khan, 1997], In today's business environment, organizations in all manufacturing are facing rapid change that is fast-tracking at an exponential rate. Therefore, knowing and understanding the internal strengths and weaknesses of the people in the organization is very beneficial for the success of the manager/company. Human resource management theories claim that employees are highly valued because they will create corporate values.

Human resources are essential to figuring in an organization or business. Order management activities are going well; the company must have well-informed and highly-trained employees, as well as efforts to run the company in the most optimal way possible to increase employee performance (Hartley, 1991).

(Kochan 1993) Well-defined that human resource management includes all management decisions and activities that affect the landscape of the association between the organization and its human resources staff and includes the growth of all aspects of the organizational framework to promote straight managerial conduct with people.

The proper leadership style will interest employees motivation to perform well. Employees' success or failure in job performance may be influenced by their higher leadership style (Suranta, 2002). Suharto and Cahyono (2005) determined that the effect of work motivation and work performance shows a positive and significant effect between motivation and employee performance. According to (Setiyawan and Waridin, 2006), the work discipline of employees is part of the performance aspects.

The objective of this study is to examine the effect of effective leadership style, work discipline, and job satisfaction on employee motivation.

2. Literature review:

2.1 Leadership style:

(Dyck and Neubert, 2009) Leadership has been defined as the process of persuading others so that their work efforts lead to the accomplishment of the organization's goals. Ojokuku and others (2012) described the leadership style as a style and method to afford direction, implement plans and motivate people. Leadership style can be inferred as a procedure of how a person should lead and motivate people.

In current years, leadership has been engaged as an effective new method for managing employees and the organization as a whole. The traditional notion of personnel management has been regularly replaced by human resource management. It emphasizes the strategic incorporation of new leadership styles for ineffective employee management and progress employee performance. (Kenneth and Hersey, 1988) confirm this; "An effective leader must be a good pathologist and accept a style that meets the difficulties of the situation in which he works. Various leadership styles are used for employees based on the amount of direction, empowerment, and decision-making authority.

Leadership style can be concluded as the process of how someone is a leader and motivate people. According to (Stoner, 1996) leadership style is a variety of behavior patterns preferred by leaders in the process of directing and influencing workers. Leadership style is a strategy as a combination result of philosophy, skills, personality traits, and attitudes which is often applied by a leader when he trying to influence the performance of the subordinates (Tampubolon, 2007).

Leadership style can be inferred as a process of how a person is a leader and motivates people. According to (Stoner, 1996), the leadership style is a diversity of behavior shapes that leaders prefer in the process of directing and influencing workers. The leadership style is a strategy that is the outcome of a mixture of philosophy, skills, personality characteristics, and arrogances that a leader often applies when he tries to affect the performance of his subordinates (Tambopolon, 2007).

Business writer Daniel (2002) has cataloged different styles of leadership. They have recommended that leadership styles can be interpreted on a scale from autocratic to democratic to participative to illustrate the step of authority and decision-making control of leaders and employees.

The autocratic style is characterized by the philosophy of "I say". Autocratic leaders express to their team members what to do. It can give the company clear direction, but it can also lead to managers being undervalued or ignoring input from teams. The democratic approach is characterized by the "I participate" philosophy. Decisions are made within teams, and each member has the same stake. A Participative leadership style involves all team members in setting primary goals and developing actions or strategies to achieve those goals.

2.2 Work discipline:

Discipline is the technique that modifies or disciplines subordinates for heretical rules (Simamora, 2004). work discipline is a means that managers use to connect with employees so that they are ready to appraise their behavior, as well as to try to generate mindfulness and readiness to comply with organization rules and social models (Rivai, 2004). work discipline can be defined as an attitude of honoring, respecting, obeying, and complying with regulations (Sastrohadiwirjo, 2003).

The definition of discipline (Pacitti, 2011) is the conduct of an attitude, acting following the rules of the company, whether written or not. Discipline is also the conscience and willingness of a person to obey all applicable laws and social norms. The discipline of employees can be seen through the responsibility, attitude, behavior, and actions of the employee according to all forms of organization, as long as they work for the Agency (Armanu Thoyib, 2013). Good leadership will motivate the employee, so with high motivation, employees will have high discipline, which ultimately affect employee performance. The work system that employees have can affect performance.

2.3 Job satisfaction:

In general, it tells how the employee feels and thinks about the job. Employees with positive thinking are always actively involved in their duties, but employees with negative emotions cannot actively participate in their duties. (Shahid Hussain et al. 2013).

The importance of job satisfaction is emphasized by its positive and reciprocated relationship with life satisfaction (Judge & Watanabe, 1993) and its influence on personal, social, and work-life (Sempane, Rieger & Roodt, 2002). Arnold and Feldman (1986, p. 86) define job satisfaction as "the

total amount of influence that people have on their work." McCormick and Elgin (1980) also consider job satisfaction as a person's attitude toward her job, which can vary along a continuum from positive to negative.

"Job satisfaction is the result of an employee perceiving how good his job is by providing those things that are perceived as a job or work experience" (Locke, 1976).

Another value related to job satisfaction is non-discrimination reflected in equity and equal chances for all workers (Coetzee and Vermeulen, 2003; Ritter and Anker, 2002; Veeran and Katz, 2002; Visser et al., 1997).

According to Berry (1997), as reported in (Odulande, 2012), job satisfaction is defined as the reaction of an individual to work experience. Various components are considered by Berry to be vital to job satisfaction and they include the following: salary, Promotion, profits, overseer, collaborators, working conditions, communication, safety, productivity, and the work itself.

2.4 Employee motivation:

Today, employee motivation is one of the most vital parts of business success and prosperity in such fierce and dynamic market competition. According to [C. C. Pinder, 1998], employee motivation is established by active forces, which include factors internal to each individual, as well as external factors, for example, job characteristics, individual differences, and organizational performance.

Every organization faces the most important problem of employee motivation. One of the main aspects of every manager's job is to motivate employees to work. Everyone should know that if a worker has extraordinary skills but does not have the motivation, the attainment will be zero. Assistants will not follow the manager if they are not motivated (Shahid Hussain et al. 2013).

Motivation is one of the tools that gives each employee agree to work to the best of his ability (Gellerman, 1992). Motivation helps to reveal the hidden skills of the employee and gives him greater satisfaction as well as makes him successful.

Motivation is required for survival and employees must change workplaces regularly. Motivated employees are permanently involved in the survival of the organization. Managers must know the factors that help motivate employees to achieve organizational goals in the best way.

To affect individual or group behaviors, rewards are management tools that positively contribute to the effectiveness of the company. Most companies use common types of rewards, namely: pay, promotion, and bonuses to motivate and encourage the high-level performance of employees [A. Reena, 2009]. However, the step motivation of employees is not entirely dependent on financial motivation; Instead, there are many ways to increase employee motivation to work [S. K. Singh, T .; Vivek, 2011].

3. Research methodology and hypothesis:

3.1 Research methodology

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The study adopted a survey research design that measured two variables, dependent and independent variables. The independent variables are (leadership style, work discipline, and job satisfaction) and the dependent variable is (employee motivation).

3.2 Hypothesis:

H1: leadership style has a significant positive influence on employee motivation.

H2: work discipline has a significant positive influence on employee motivation.

H3: job satisfaction has a significant positive influence on employee motivation.

H4: leadership style, work discipline, and job satisfaction have a significant positive influence on employee motivation

Research model

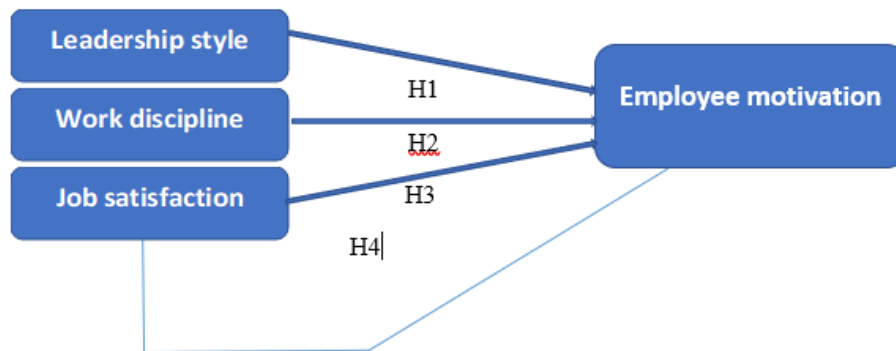


Table (1) Descriptive Statistics for Demographic Questionnaire

		Frequency	Percent
Gender	male	109	56.2%
	female	85	43.8%
Certification	diploma	13	6.7%
	bachelor	69	35.6%
	master	84	43.3%
	PhD	24	12.4%
	other	4	2.1%
Age	below 25	18	9.3%
	25-35	70	36.1%
	36-45	78	40.2%
	above 45	28	14.4%
Organization status	employee	74	38.1%
	manager	20	10.3%
	executive manager	4	2.1%
	lecturer at university	70	36.1%
	other occupation	26	13.4%

Table (1) illustrates descriptive statistics of the respondents in this study which are categorized into different levels for each level of demographic questions Gender, Educational level, Age, and Organization status of the contributors in terms of frequencies and proportions are presented.

According to the Gender, this table shows that the majority of the participants were male (56.2%), and the most frequent age group was 36–45 years (40.2%), with an average age of 50 years. The majority of the respondents had a master's degree (43.3%), with the highest number being government employees, and lecturers at university (38.1%), (36.1) respectively.

Table (2) Reliability of measurements for all variables

	Leadership	Work discipline	Job Satisfaction	All independent variables	Motivation	Independent variables and dependent variable
Number of questions	5	5	5	15	5	20
Cronbach's Alpha	0.833	0.778	0.799	0.879	0.777	0.892

Table 2 above shows the values of the Cronbach's coefficient estimated for testing the internal consistency of the measurement. The result for Cronbach's alpha is (0.833) for Leadership, (0.778) for Work discipline, (0.799) for Job satisfaction, (0.879) for all independent variables, (0.777) for Motivation, and (0.892) for all independent variables and dependent variable respectively.

Correlation and Regression

Correlation analysis was used to know the relationship between independent variables and dependent variables. Regression analysis is a statistical method that is used for undertaking and modeling the functional relationship between a response variable and a set of explanatory or predictor variables. Next, Simple Linear Regression Analysis and Forward Multiple Linear Regression were used to identifying explanatory variables including Leadership style, Work discipline, and Job satisfaction that predict response variables (motivation).Admin. (2021, April 15).

Table (3) Correlation matrix between independent variables and dependent variable

	Leadership style	Work discipline	Job satisfaction
Motivation	0.388**	0.440**	0.432**

** . Correlation is significant at the 0.01 level (2-tailed).

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Table 3 showed a weak positive significant relationship between the independent variables of Leadership style (0.388), Work discipline (0.440), Job satisfaction (0.432), and the dependent variable of Motivation.

Table (4) Simple Linear Regression Analysis between Independent Variable (Leadership Style) and Dependent Variable (Motivation)

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	3.044	15.084	0.001	0.388	0.151	34.108	0.001
Leadership Style	0.292	5.840	0.001				

Table 4 showed a weak positive correlation between the independent variable (leadership style) and the dependent variable (motivation). After finding a weak positive relationship between (leadership style) and (motivation) (0.388) from the Pearson's correlation analysis, it is important to know the prediction and influence rate of leadership style on motivation. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (leadership style) on the response variable (motivation), so the model is appropriate based on (F=34.108 and P-Value =0.001).

The table above contains the result of the constant, Slope, t-value, and coefficient of determination (R Square). The regression Coefficient (B) for leadership style is 0.292, which means, that increasing one unit for leadership style will increase the motivation of employees by 0.292. The coefficient of determination (R Square) explains how much variation in the dependent variable is explained by the independent variable. Determination of Coefficient (R^2) reflects that 15% of the variation of motivation is determined by leadership style and the remaining variation is turning to other factors that affect motivation.

Table (5) Simple Linear Regression Analysis between Independent Variable (Work) and Dependent Variable (Motivation)

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	3.151	19.832	0.001	0.440	0.194	46.080	0.001
Work Discipline	0.303	6.788	0.001				

Table 5 showed a weak positive correlation between the independent variable (work discipline) and dependent variable (motivation). After finding a weak positive relationship between (work discipline) and (motivation) (0.440) from the Pearson's correlation

analysis, it is important to know the prediction and influence rate of work discipline on motivation. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (work discipline) on the response variable (motivation), so the model is appropriate based on (F=46.080 and P-Value =0.001).

The table above contains the result of constant, Slope, t-value, and coefficient of determination (R Square). The regression Coefficient (B) for work discipline is 0.303, which means, increasing one unit for work discipline will increase the motivation of employees by 0.303. Determination of Coefficient (R²) reflects that 19.4% of the variation of motivation is determined by work discipline and the remaining variation is turning to other factors that affect motivation.

Table (6) Simple Linear Regression Analysis between Independent Variable (Job satisfaction) and Dependent Variable (Motivation)

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	3.064	17.492	0.001	0.432	0.187	44.116	0.001
Job satisfaction	0.304	6.642	0.001				

Table 6 showed the weak positive correlation between the independent variable (job satisfaction) and the dependent variable (motivation). After finding a weak positive relationship between (job satisfaction) and (motivation) (0.432) from the Pearson's correlation analysis, it is important to know the prediction and influence rate of job satisfaction on motivation. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (job satisfaction) on the response variable (motivation), so the model is appropriate based on (F=44.116 and P-Value =0.001).

The table above contains the result of the constant, Slope, t-value, and coefficient of determination (R Square). The regression Coefficient (B) for job satisfaction is 0.304, which means, that increasing one unit for job satisfaction will increase the motivation of employees by 0.304. Determination of Coefficient (R²) reflects that 18.7% of the variation of motivation is determined by job satisfaction and the remaining variation is turning to other factors that affect motivation.

Table (7) Forward Multiple Linear Regression Analysis between the independent variable (Leadership style, Work discipline, Job satisfaction) and Dependent Variable (Motivation)

	Coefficients			Model Summary		ANOVA	
	Beta coefficient	t-value	P-value	Correlation	R Square	F	P-Value
(Constant)	2.563	12.095	0.001	0.509	0.259	22.116	0.001
Work discipline	0.144	2.427	0.016				
leadership	0.148	2.733	0.007				
Job satisfaction	0.147	2.471	0.014				

Table 7 showed the weak positive correlation between the independent variable and dependent variable (0.432) from the Pearson's correlation analysis, it is important to know the prediction and influence rate of job satisfaction on motivation. Also, the same table shows the ANOVA table for checking the goodness of fit for all the three explanatory variables (Leadership style, Work discipline, Job satisfaction) on the response variable (motivation), so the model is appropriate based on (F=22.116 and P-Value =0.001).

The table above contains the result of constant, Slope, t-value, and coefficient of determination (R Square). The regression Coefficient (B) for work is 0.144, which means, increasing one unit for work will increase the motivation of employees by 0.144 by existing leadership and job satisfaction. Then, the Regression Coefficient (B) for leadership is 0.148, which means, increasing one unit for leadership will increase the motivation of employees by 0.148 by existing work and job satisfaction. Next, the Regression Coefficient (B) for job satisfaction is 0.147, which means, that increasing one unit for job satisfaction will increase the motivation of employees by 0.147 to existing leadership and work. Determination of Coefficient (R²) reflects that 25.9% of the variation of motivation is determined by these three independent variables including Leadership style, Work discipline, and Job satisfaction, and the remaining variation is turned to other factors that affect motivation.

Table (8) the Summary Result of the Hypothesis Test

	Hypotheses	Beta Coefficient	t-value	Results
H1	Leadership style on Motivation	0.148	2.733	Accept
H2	Work discipline on Motivation	0.144	2.427	Accept
H3	Job satisfaction on Motivation	0.147	2.471	Accept

Table 8 summarizes the hypotheses test result in terms of Beta Coefficient (standardized) and t-value at a significance level of 0.05.

Conclusion:

Human resources in any organization vital plays compared with other assets for achieving the goal. Also, human resources drive or outdo all assets in an organization. The relationship found between leadership style, work discipline, and job satisfaction with employee motivation, is a significant drive between them. The obtained this study clarity showed for increasing employee motivation we need leadership style, work discipline, and job satisfaction. Increasing employee performance is necessary for employee motivation in any organization to achieve our goals. The study shows leadership style, work discipline, and job satisfaction significant impact on employee motivation.

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