

The Influence of Leadership Style, Compensation and Work Motivation on Employee Discipline in West Pasaman Regency

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ABSTRACT

This article aims to explain the influence of leadership style, compensation and work motivation on employee discipline in West Pasaman Regency. The population of this study were employees of West Pasaman Regency, with a total sample of 235 respondents. The analysis technique used in this research is SEM AMOS analysis. The results showed (1) leadership style had a positive and significant influence on work discipline; (2) compensation has a positive and significant influence on work discipline; (3) work motivation has a positive and significant influence on work discipline; (4) leadership style has a positive and significant influence on work motivation; (5) compensation has a positive and significant influence on work motivation; (6) leadership style has a positive and significant influence on work discipline through work motivation; (7) compensation has a positive and significant influence on work discipline through work motivation.

Keywords: *Leadership style, compensation, work motivation, work discipline.*

1. INTRODUCTION

All organizations definitely need management related to efforts to achieve certain goals for the organization. Not only in the public sector but in human resources also requires good management, so that human resources can work to achieve established organizational goals, both in terms of human resource development and from the attitude of individual employees in an organization such as compliance with rules. -written or unwritten regulations that apply. One of the important efforts to achieve goals in an organization is to increase the discipline of employees in the organization, because with good discipline of employees in a dining organization it will greatly assist the organization in achieving its stated goals.

The work discipline of government employees is the compliance, awareness and willingness of a person to obey all the rules and norms that apply in a government organization. According to Davis [1] that, discipline is a management action that gives encouragement to the implementation of organizational standards, this is training that leads to efforts to justify and involve the knowledge and behavior of officers so that there is self-discipline in officers, to lead to better cooperation and performance.

Meanwhile, from the external side of the individual, the perfection of the rules or norms that are made also plays an important role in bringing up employee discipline attitudes and behavior. Government employees with high work discipline are expected to be able to complete the assigned tasks and functions quickly and precisely so as to provide better work results for the organization. Employee discipline can be seen from the average level of employee absenteeism in one year [2].

Every government employee in West Pasaman Regency is expected to have high discipline in order to be able to work individually and in groups obediently, innovatively, creatively, honest, skilled and with integrity [3]. Then the factors that can affect work discipline are also determined by the leadership style or ability of the human resource manager in the organization.

One of the supporting factors for discipline is leadership style. [4] states that one approach in an effort to improve employee work discipline can be done through leadership practices or a reliable leadership style. Leaders need to have the ability to manage employees effectively, management skills, and leadership skills. In addition, leaders must understand and realize that the most important challenge faced is how to apply these three aspects

appropriately in certain situations in order to achieve maximum results in the form of satisfactory quality human resources. According to [5] there are five types of leadership styles, namely authority, bureaucratic, diplomatic, participatory, and free rein leader. Furthermore, [6] believe that leaders can show more than one leadership style.

Each leader in principle has different behavioral characteristics in leading his subordinates, the behavior of these leaders is called the leadership style. Leadership style is a leader's way of influencing subordinates which is expressed in the form of behavior or personality patterns. So that the leadership style applied in an organization by a leader can help create positive work effectiveness for employees, especially in increasing work discipline.

Another factor that affects employee work discipline is compensation. Compensation is the total provision of all rewards received by employees in lieu of the services they have provided to the company where they carry out work activities that are charged by the company to them and this is intended so that the company can achieve the desired goals [7]. Compensation is given by a company or organization to its employees as a form of appreciation or gratitude and remuneration. Handoko states that compensation is everything that employees receive in return for their work [8]. With the provision of compensation, it is hoped that the employee's work discipline will increase. Compensation also aims to improve performance results or employee productivity for better [9]. Generally, compensation can be in the form of salaries, incentives, benefits, and facilities. If compensation is given properly it will increase work motivation, morale and will ultimately increase the discipline of the employees themselves. Because the amount of compensation reflects the size of their level of discipline and work among the employees themselves. Therefore, another variable that affects work discipline is work motivation. The results of Elqadri's research [10] show that work motivation has an effect on work discipline. Research Rahimi [11] and Murcia [12] show that work motivation has a significant effect on employee work discipline. Employee work discipline will increase if there is high work motivation in carrying out their duties and responsibilities.

Motivation is a factor that creates enthusiasm or work motivation in employees to do something in order to get what employees need and to achieve the goals of the organization. Motivation is a condition or energy that moves employees who are directed or aimed at achieving organizational goals [13]. The

urge that appears in employees to do something for the achievement of organizational goals and fulfillment of needs Motivation is something that arises because of both material and immaterial needs in an effort to achieve organizational goals. Material needs can be in the form of fulfilling physiological needs, or physical needs in the form of clothing, housing, transportation facilities, money and others.

Factors that are thought to be closely related to discipline are leadership style, compensation and work motivation. Leadership style plays a role in shaping employee discipline. According to [14], leadership style is the norm of a person's behavior that is used to influence others according to his wishes [14]. If the leader can carry out his role as a leader well, then he will be able to move, motivate and direct subordinates to work well and be more disciplined. According to [15], work discipline is a tool used by managers to communicate with employees so that they want to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.

Work motivation has an effect on employee work discipline. Employees who have high motivation will work with enthusiasm and truly in accordance with their duties and responsibilities which will affect their work discipline. The results of research by Saputra [16] show that work motivation has a significant effect on work discipline. Employees who have high work motivation will have morale and try to get maximum results so that employee discipline will also increase.

From this description, the researcher is interested and needs to conduct research in a thesis entitled "The Influence of Leadership Style, Compensation and Work Motivation on Employee Work Discipline in West Pasaman Regency".

Based on the theoretical study and framework above, the researcher formulates the research hypothesis as follows:

- H1: The leadership style has a significant effect on the work discipline of employees of West Pasaman Regency
- H2: The leadership style has a significant effect on employee motivation in West Pasaman Regency.
- H3: Compensation has a significant effect on the work discipline of employees of West Pasaman Regency
- H4: Compensation has a significant effect on employee motivation in West Pasaman Regency.

- H5: Work motivation has a significant effect on the work discipline of employees of West Pasaman Regency.
- H6: Leadership style has a significant effect on work discipline through employee work motivation in West Pasaman Regency.
- H7: Compensation has a significant effect on work discipline through employee motivation in West Pasaman Regency

on work discipline West Pasaman Regency employees, which consists of 568 employees. So the sample in this find out about have been amounted to 235 respondents. All respondents sample are taken from OPD type A West Pasaman Regency Government [17] in line with Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus [18]. Sampling using the Slovin formula [19). The analysis technique used in this research is S.E.M-AMOS analysis [20].

2. METHODS

This research was conducted in West Pasaman Regency to see an overview of the influence between leadership style, compensation, and work motivation

3. RESULT AND DISCUSSION

The analysis in this study uses SEM which is carried out using the I.B.M-SPSS Amos application. The results of hypothesis testing can be seen in the following table.

Table 1. Hypothesis testing

			Estimate	SE	CR	P	Ket
WM	<---	LS	.563	.050	3,250	.001	Be accepted
WM	<---	COM	.792	.087	9,117	***	Be accepted
WD	<---	LS	.183	.093	1,967	.049	Be accepted
WD	<---	MK	.252	.121	2,079	.038	Be accepted
WD	<---	COM	.122	.050	2,439	.015	Be accepted
WD	<-	WM	<-	LS	.069	.040	Be accepted
WD	<-	WM	<-	COM	.098	.042	Be accepted

Source: Results of AMOS Data Processing

The results of the analysis to measure the magnitude of the influence between variables in this study can be seen in the table below.

Table 2. The amount of influence between variables

VARIABLES		DIRECT	INDIRECT		TOTAL
LS	WM	.233			.233
COM	WM	.921			.921
LS	WD	.301	WM	.203	.504
WM	WD	.869			.869
COM	WD	.422	WM	.256	.678

The results of the first hypothesis test, leadership style variable has a positive and significant effect on work motivation variable service employees in West Pasaman Regency. This means that the better leadership style further increase work motivation. So that the hypothesis is accepted.

The results of the second hypothesis test, leadership style variable has a positive and significant effect on work discipline variable Service Employees in West Pasaman Regency. This means that the better leadership style further improve work discipline. So that the hypothesis is accepted.

The results of the third hypothesis test, work motivation variable has a positive and significant effect on work discipline variable. This means that the better the work motivation, the more work discipline increases. So that the hypothesis is accepted

The results of the fourth hypothesis test, namely compensation has a positive and significant effect on work discipline. This means that the better the compensation, the more work discipline increases. So that the hypothesis is accepted.

The results of the fifth hypothesis test, namely compensation has a positive and significant effect on work motivation. This means that the better the compensation, the more work motivation increases. So that the hypothesis is accepted.

The results of the sixth hypothesis test, namely leadership style has a positive and significant effect on work discipline through work motivation. This means that the better the leadership style, the more work motivation increases and employees will be more disciplined at work. So that the hypothesis is accepted.

The results of the seventh hypothesis test, namely compensation has a positive and significant effect on work discipline through work motivation. This means that the better the compensation, the more work motivation increases and the employees will be more disciplined at work. So that the hypothesis is accepted.

4. CONCLUSION

Based on the results of the research and discussion above, it can be concluded that:

The variable of leadership style has a significant and positive effect on work motivation. This means that the better the leadership style, the more work motivation of Type A Service Employees of West Pasaman Regency.

The variable of leadership style has a significant and positive effect on work discipline. This means that the better the leadership style, the more work discipline of Type A Service Employees in West Pasaman Regency.

The variable of work motivation has a significant and positive effect on work discipline.

This means that the better the work motivation, the work discipline of Type A Employees in West Pasaman Regency will increase.

The compensation variable has a significant and positive effect on the work discipline variable. This means that the better the compensation received by employees, the more disciplined the work of Type A Service Employees in West Pasaman Regency will be.

Compensation variable has a significant and positive effect on employee motivation variables. This means that the better the compensation, the more work motivation of Type A Service Employees in West Pasaman Regency increases.

The variable of leadership style has a positive and significant effect on work discipline through work motivation. This means that the better the leadership style, the more work motivation increases and also increases the work discipline of Type A Service Employees in West Pasaman Regency.

Compensation has a significant and positive effect on work discipline through work motivation. This means that the better the compensation, the more work motivation increases and also increases the work discipline of Type A Service Employees in West Pasaman Regency.

Based on the research results and the conclusions obtained in this study, the suggestions that the author can give to the leadership and government employees of West Pasaman Regency to improve work discipline are as follows:

1. The importance of increasing varied leadership styles, namely a combination of directive, participatory leadership styles and achievement orientation based on certain situations to achieve maximum results in the form of satisfactory quality of human resources.
2. The importance of increasing compensation, especially rewards and indirect compensation given to employees in accordance with the work results achieved or exceeding the predetermined targets. The compensation can be in the form of assignments for knowledge development, continuing education levels, outbound, and personal gifts.
3. The importance of increasing employee motivation, especially in giving more awards for work performance, years of service or length of service achieved by employees. Leaders can give awards to subordinates in the form of recognition or praise in public, in staff meetings

or in front of other employees. Awards can also be given in the form of an attribute or an "employee of the month" or "employee of the years" sign to employees who excel.

4. For future research, in avoiding common method bias originating from one source, it is necessary to use a variety of data sources. For example, for the assessment of work discipline, it can be assessed by superiors.
5. Future research should aim at a broader object and have many employees by using more diverse data sources. For example, to verify the close relationship between work discipline variables and other variables, not only from the employee side but also to collect data from the supervisor's point of view so that there is no common method bias originating from one source.

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