

The Influence of Leadership, Competence and Work Discipline on Employee Performance

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Abstract

The purpose of this study was to determine the influence of leadership, competence and work discipline on the performance of employees at PT. Astra Honda Motor (AHM) Palembang. This research includes associative research. The population in this study were 114 people with a sample of 54 people using the *cluster random sampling technique*. The data collection method in this study is a questionnaire (questionnaire) and documentation. The data analysis technique used is multiple linear regression with the F hypothesis, t test, and the coefficient of determination. The results of the research analysis that: there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, the coefficient of determination is 86.1%.

Keywords: leadership, competency, discipline, performance.

1. Introduction

PT. Astra Honda Motor (AHM) Palembang is a company engaged in the sale and *service* of motorcycles, especially for the Honda brand, by *cash* or credit. To achieve high sales productivity, employees are needed who have the ability and skills to create a productive, prosperous and nationally competitive workforce. However, in practice, there are still constraints that make sales productivity less than the company's target. Following up on the information obtained by the author based on observation, the majority of leaders have not been able to analyze the condition of employees in carrying out their operational work activities, such as leaders not paying attention and being less active in providing solutions when work targets have decreased. Then there has not been proper communication between leaders *and* subordinates, such as when the leadership gave instructions to its employees to be disciplined when arriving on time when there were Honda motorcycle exhibition events. This shows that there is no good communication to employees who need guidance from the leadership. Then the leadership has not been open in listening to employee complaints, such as complaints of obstacles faced by employees in achieving the work target itself. In general, the knowledge of employees who are inadequate in their field of work, such as in administration and *marketing*, is still found by employees who lack competence in terms of administration and *marketing*, so they are often assisted by parties from other fields of work. Then the lack of understanding of employees in their field of work, such as employees who do not yet have the ability to use and operate a *flywheel holder*. *flywheel The holder* is a tool that is often used by mechanics to hold the

clutch and magnet housings on motorbikes when they are released. This tool is very useful because it makes work easy and shortens mechanical work.

The lack of ability or skill of employees also hinders work, such as employees in the frontliners *who* have not been able to provide maximum service to customers who come, employees are found to be still busy interacting with fellow employees when there are customers in the counter queue. In the majority, there are many employees who arrive late and leave earlier than the set time, this shows that there is no supervision of employees in realizing discipline, such as being late, leaving early. The sanctions given to employees have not been maximized, such as the absence of employees every Friday at 07.30 WIB there are morning exercise/exercise activities. In addition, the lack of strict leadership in imposing sanctions or reprimands on employees who commit violations, such as the sanctions given to employees who violate the rules, still does not have a deterrent effect on employees who are only given a warning without issuing a warning letter. The purpose of this research was to find out and analyze: The influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, The influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, The effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, Effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang.

2. Literature Review

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, employee performance needs to be considered in an effort to achieve maximum goals. The success of employee performance in achieving maximum goals requires work discipline from employees. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Wibowo, 2017: 3). There are several factors that affect employee performance including leadership, competence and work discipline (Kasmir, 2018).

Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out the tasks and responsibilities given. Leadership of an activity influences other people to work together to achieve certain desired goals. The process of influencing led employees can be done through words and actions. Oral can be done by communicating, conveying common goals, providing criticism and suggestions, reprimands, and so on. Actions can be taken by providing examples or role models for employees, or directly accompanying employees in carrying out work. 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 (Afandi, 2018).

Competence is a person's character, attitude and ability to carry out or do a job that affects work performance when faced with a situation in the workplace. Competence describes what employees do in the workplace at various levels and details the standards for each level, identifying the characteristics of knowledge and skills required by individuals to enable them to carry out their duties and responsibilities effectively. Competence is what people bring to work in the form of different types and levels of behavior. Competence

determines aspects of the work performance process (Sudarmanto, 2019).

Work discipline is an employee's effort to carry out his work activities seriously. Work discipline can have an impact on the personal lives of employees that affect the company. Organizations need to monitor every action and behavior carried out by employees while working. If there is an act of fraud that is not in accordance with the rules or something that is disallowed from the existing facts, the company should stipulate penalties for its employees. Discipline is a person's awareness and willingness to comply with all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all rules and is aware of their duties and responsibilities (Hasibuan, 2016).

3. Research Method

This study uses associative research, namely research to determine the effect of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The research location was conducted at PT. Astra Honda Motor (AHM) Palembang, which is located at Jalan Jenderal Ahmad Yani No. 99, Ex. 14 Ulu, Kec. Seberang Ulu II, Palembang City, South Sumatra Province, Postal Code 30119. The population in this study were all permanent employees of PT. Astra Honda Motor (AHM) Palembang which works in all divisions or *departments* with a total of 114 employees. In this study, researchers used a *sampling technique* which refers to the *cluster random sampling method*, so the sample in this study was 54 permanent employees of PT. Astra Honda Motor (AHM) Palembang. In this research, the data used are primary data about leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The secondary data used is data in the form of documents from the company, such as company profiles or the history of the establishment of PT. Astra Honda Motor (AHM) Palembang. The data collection method that will be used in this study is a questionnaire (questionnaire) which was distributed to all employees of PT. Astra Honda Motor (AHM) Palembang as respondents and documentation.

4. Findings and Discussions

Multiple linear regression analysis is used to determine the effect or relationship linearly between two or more *independent variables* with one *dependent variable*. The results of multiple linear regression can be seen in the following table.

Table 1. Multiple Liner Regression Results

Model		B	Error	Betas	t	Sig.
1	(Constant)	1.112	, 167		2,670	,000
	Leadership	,407	,098	,659	4,142	,000
	Competence	,436	.084	,707	5,199	,000
	Work Discipline	,304	, 163	,398	4,251	,000

a Dependent Variable: Employee Performance

Based on the table above, the regression equation is obtained as follows: $Y = 1.112 + 0.407X_1 + 0.436X_2 + 0.304X_3$. Based on the above equation, shows that: The regression coefficient for constant is 1.112. That is, if the value of leadership, competence and discipline is 0 (fixed), it will increase employee performance to remain positive even though the value is relatively small. The positive leadership regression coefficient is 0.407. That is, if leadership increases, it will be followed by increased employee performance, while the others remain the same. If leadership decreases, it will be followed by a decrease in employee performance. The positive competency regression coefficient is 0.436. That is, if competence increases, it will be followed by increased employee performance, while the others remain the same. If competence decreases, it will be followed by a decrease in employee performance. The regression coefficient of positive work discipline is 0.304. That is, if work discipline increases, it will be followed by an increase in employee performance, while the others remain the same. If work discipline decreases, it will be followed by a decrease in employee performance.

Hypothesis Test together (F Test / Simultaneous Test). Testing the effect of the *independent variables* together (simultaneously) on changes in the value of the *dependent variable*, is carried out by testing the magnitude of changes in the value of the *independent variables*, for this it is necessary to carry out the F test. The results of the F Test (Simultaneous Test) can be seen in the following table.

Table 2. F Test Results (Simultaneous Test)

Model		Sum Squares	of df	MeanSqu are	F	Sig.
1	Regression	24,246	3	9,082	3,354	,000
	residual	3,662	50	,073		
	Total	27,908	53			

Dependent Variable: Employee Performance

Predictors: (Constant), Work Discipline, Competence, Leadership

Determine the value of F_{table} with 90% confidence level and error rate (α) 10% = 0.1 with the formula: $df_{n_1} = k - 1$ and $df_{n_2} = n - k$ (n = number of samples and k = number of variables), then: $df_{n_1} = 4 - 1 = 3$; $df_{n_2} = 54 - 4 = 50$. So, table F value = 2.20. Based on the table above, it can be seen that the calculated F value = 3.354 > $F_{table} = 2.20$ with Sig. F 0.000 < 0.1; then H_0 is rejected and H_a is accepted. This means that there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang.

Individual Hypothesis Test (t test). This test is used to determine whether two unrelated samples have different averages. The t test is carried out by comparing the difference between the two average values with the standard *error* of the difference in the mean of the two samples. The results of the t test (Partial Test) can be seen in the following table.

Table 3. t test results (partial test)

Model		B	Error	Betas	t	Sig.
1	(Constant)	1.112	,167		2,670	,000
	Leadership	,407	,098	,659	4,142	,000
	Competence	,436	.084	,707	5,199	,000
	Work Discipline	,304	,163	,398	4,251	,000

a Dependent Variable: Employee Performance

Determine the value of t_{table} with a confidence level of 90% and an error rate (α) of 10% = 0.1 with the formula: $df = n - k$ (n = number of samples and k = number of variables), then: $df = n - k = 54 - 4 = 50$. So, the value of $t_{table} = 1.29$ (Appendix 12). Based on the table above, it can be seen that: The leadership coefficient has a positive value of 0.407 with a t_{count} value of 4.142 > a t_{table} value of 1.29. Sig test results. $t_{0.000} < 0.1$. This means that there is a significant influence between leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The competency coefficient has a positive value of 0.436 with a t_{count} value of 5.199 > a t_{table} value of 1.29. Sig test results. $t_{0.000} < 0.1$. That is, there is a significant influence between competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The coefficient of work discipline has a positive value of 0.304 with a t_{count} value of 4.251 > a t_{table} value of 1.29. Sig test results. $t_{0.000} < 0.1$. This means that there is a significant influence between work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The coefficient of determination (R^2) measures how much influence the *independent variable* has on the *dependent variable*. The Coefficient of Determination value uses the *R Square value*. The results of the Coefficient of Determination (R^2) can be seen in the following table.

Table 4. Result Coefficient of Determination (R^2)

Model	R	R Square	Adjusted Square	Rstd. Error of the Estimate
1	.932 ^(a)	.869	.861	.2706

a Predictors: (Constant), Work Discipline, Competence, Leadership

Based on the table above, it can be seen that the coefficient of determination (*R Square*) is 0.861. This shows that the contribution of all independent variables of leadership, competence and work discipline to the performance of PT. Astra Honda Motor (AHM) Palembang with 86.1%; the remaining 13.9% can be influenced by other variables not included in the analysis model of this study.

The Influence of Leadership, Competence and Work Discipline on Employee

Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis together with a confidence level of 90%, it shows that there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. That is, between leadership, competence and work discipline together can affect employee performance, this is also proven through the test of the coefficient of determination which shows the contribution caused by the variables of leadership, competence and work discipline can cause changes of 86.1% to employee performance PT. Astra Honda Motor (AHM) Palembang. The results of this study prove that leadership, competence and work discipline affect employee performance, as is the case with PT. Astra Honda Motor (AHM) Palembang is low, due to low leadership, competence and work discipline. Because if it is related to the general description of the respondents' answers which show statements proving that leadership, competence and work discipline are at a poor level, so the impact on employee performance is low. These results are in line with the theory stated by Kasmir (2018) factors that influence employee performance, namely: 1) abilities and skills, 2) knowledge, 3) work plans, 4) personality, 5) work motivation, 6) leadership, 7) leadership style, 8) organizational culture, 9) job satisfaction, 10) work environment, 11) loyalty, 12) commitment, and 13) work discipline. These results are supported by research conducted by Setia Tjahyanti (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance in the Human Resources and Facility Management Directorate. The results of the study show that simultaneously leadership, competence and work discipline affect the performance of Human Resources and Facility Management Directorate employees. The results of I Wayan Gede Adi Saputra's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at the Gianyar Regency National Land Agency Office. The results of the study show that leadership, competence and work discipline simultaneously affect employee performance at the Gianyar Regency National Land Agency Office. The results of Firman Eksan's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra International Daihatsu, Tbk, Cibubur. The results of the study show that leadership, competence and work discipline simultaneously affect the performance of PT. Astra International Tbk Daihatsu, Tbk Cibubur. The results of Komang Alit Harta Nugraha's research (2020, with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results show that leadership, competence and work discipline simultaneously affect employee performance at PT. Astra Motor Honda Denpasar. The results of Komang Alit Harta Nugraha's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results showed that simultaneously leadership, competence and work discipline on the performance of employees at PT. Astra Motor Honda Denpasar. The results of Nugroho Bagaskoro's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Component Indonesia. The results of the study show that simultaneously leadership, competence and work discipline affect the performance of employees at PT Astra Components Indonesia. The results of Ramadani Syahid Hidayat's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Toyota Astra

Financial Services Surabaya. The results of the study show that leadership, competence and work discipline simultaneously affect the performance of employees at PT. Toyota Astra Financial Services Surabaya.

The Influence of Leadership on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis it is known that there is a positive influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if leadership can be improved, it will have a positive impact on improving the performance of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that leadership has a significant effect on the performance of employees of PT. Astra Honda Motor (AHM) Palembang is low, due to low leadership. Because if it is connected with the general description of the respondents' answers which show statements proving that leadership is at an unfavorable level, so that the impact on employee performance is low. This result is in line with the theory stated by Afandi (2018) 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. Leadership is a process of influencing others, understanding, and at the same time agreeing with what is being done, including how the task is done properly (Busro, 2018). These results are supported by research conducted by Eva Amalia (2016), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at the Banjarmasin City Education Office. The results of the study show that partially leadership has a positive and significant effect on employee performance at the Banjarmasin City Education Office. The results of Chotamul Fajri's research (2021), with the title The Influence of Leadership, Competence and Work Discipline on the Performance of Hokben Citra Garden West Jakarta Employees. The results of the study show that partially leadership has a significant influence on the performance of Hokben Citra Garden West Jakarta employees.

The Effect of Competence on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis, it is known that there is a positive effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if competence can be increased, it will have a positive impact on improving the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that competence affects the performance of employees of PT. Astra Honda Motor (AHM) Palembang is low, due to low competence. Because if it is related to the general description of the respondents' answers which show statements proving that competence is at a poor level, so that the impact on employee performance is low. This result is in line with the theory stated by Spencer (in Moeheriono, 2017) competence is the underlying characteristic of a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a causal relationship with the criteria used as a reference, effective or perform excellent or superior at work or in certain situations. Competence as a characteristic of a person's ability that can be proven, thus giving rise to a work achievement or performance (Dassler, 2017). These results are supported by research conducted by Eksan (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra International Daihatsu, Tbk, Cibubur. The results showed that partially

competence has a positive and significant effect on the performance of employees of PT. Astra International Tbk Daihatsu, Tbk Cibubur. The results of Komang Alit Harta Nugraha's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results showed that there was a partial positive and significant influence on employee performance at PT. Astra Motor Honda Denpasar.

The Effect of Work Discipline on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis, it is known that there is a positive effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if work discipline can be improved, it will have a positive impact on improving the performance of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that work discipline affects the performance of employees of PT. Astra Honda Motor Palembang is low, due to low work discipline. Because if it is connected with the general description of the respondents' answers which show statements proving that work discipline is at an unfavorable level, so that the impact on employee performance is low. This result is in line with the theory stated by Hasibuan (2016) discipline is the awareness and willingness of a person to comply with all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all rules and is aware of their duties and responsibilities. So, employees will comply with all their duties properly without any coercion. Work discipline can be interpreted as the implementation of management to strengthen organizational guidelines (Davis in Mangkunegara, 2017). These results are supported by research conducted by Nugroho Bagaskoro (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Component Indonesia. The results of the study show that partially work discipline has an influence on employee performance for employees at PT Astra Components Indonesia. The results of Ramadani Syahid Hidayat's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Toyota Astra Financial Services Surabaya. The results showed that partially work discipline has a positive effect on employee performance at PT. Toyota Astra Financial Services Surabaya.

5. Conclusion

Based on the results of research and discussion, it can be concluded as follows: There is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. Leaders are expected to improve their leadership in leading employees, because a leader in leading his employees will affect employee performance, because the job of a leader is to provide direction and guidance to employees to work towards achieving company goals. The company, should improve competence, by holding competence development can be done in various ways, including through continuous training for employees, coaching (*coaching*), and can also be through job rotation to

further hone skills and gain work experience. PT. Astra Honda Motor (AHM) Palembang, should improve work discipline, by means of which leaders must be responsible for the example of leaders, firmness, and punitive sanctions, such as providing strict sanctions for violators of the rules, providing compensation for employees who arrive late, leaders should be more assertive to subordinates in order to improve employee performance.

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