

# Influences of Autocratic Leadership Style, Work Motivation and Work Discipline on Employee Performance (Case Study at PT. Elite Prima Hutama Building Management Mall Kota Kasablanka 2017)

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## Abstract

Retail shopping centers are increasingly competitive. This encourages the perpetrators to further improve its performance. No exception Elite Prima Hutama Building Management Mall Kota Kasablanka. One effort that can be done is to improve employee performance. This study aims to analyze the style of autocratic leadership, work motivation and work discipline that affect employee performance. Design research used quantitative with causal formulation and sample used is a saturated sample where the questionnaire distributed to all employees of PT. Elite Prima Hutama at department security which amounted to 55. The collected data is then analyzed using Structural Equation Modeling (SEM) modeling technique using PLS (Partial Least Square) through SmartPLS software. The results of this study indicate that the style of autocratic leadership in a positive and significant effect on employee performance, work motivation has a positive and significant impact on employee performance and work discipline has a positive and significant impact on employee performance. On the basis of these results, suggestions that can be suggested is the leadership to communicate in two directions so as to provide opportunities to subordinates to provide ideas and suggestions, provide the best motivation to the organizers in it, and pay attention to the presence of employees.

**Keywords:** leadership style, work motivation and performance discipline

## INTRODUCTION

The importance of existing security in a company is so much that if the human resources, especially the security located in the building mall management area of Kasablanka city lack of human resources due to indiscipline employees and lack of motivation, it will make operations in the mall area Kasablanka do not run well. Building Management Mall Kasablanka City (PT Elite Prima Hutama) is engaged in the management of the building that provides indoor space rental that can be used for companies engaged in retail to sell their goods in the mall area of kasablanka city. The company in doing its activities is highly dependent on human resources factors. With qualified human resources, the company will quickly be able to achieve the objectives that have been planned and win the competition over other malls in Jakarta.

In connection with the background that has been mentioned above, the formulation of this research problem is as follows.

1. Does the Autocratic Leadership Style affect the performance of employees in PT. Elite Prima Hutama?
2. Does work motivation affect employee performance at PT. Elite Prima Hutama?
3. Does employee discipline affect the performance of employees at PT. Elite Prima Hutama?

## Literature review

### Autocratic Leadership Style

The autocratic leadership style is a leader who possesses criteria or traits that always regard organizations as private property, identifies personal goals with organizational goals, regards subordinates as mere tools, refuses to accept criticism and suggestions, is too dependent on his formal power, in his making his moves often uses the coercion approach and is punitive, Sugandi (2011). The dimensions of this autocratic leadership style dimension are operationally measured using 3 dimensions according to Leoni (2014), namely: Centralized authority, work productivity, and Management.

### Motivation

According to Uno (2010) the conceptual understanding of work motivation is one of the factors that contribute to determining the performance of a person. From some sense above, Veithzal (Kaswan, 2011) summed up the motivation as follows:

- a. As a condition that moves people toward a certain goal.
- b. An expertise in directing employees and companies to work successfully so that both the desires of employees and corporate goals are achieved.
- c. As the initiation and direction of behavior and motivational lessons, it is actually a behavioral lesson.
- d. As energy to arouse an inner impulse.
- e. As an influential condition of generating, directing and maintaining behavior related to work environment.

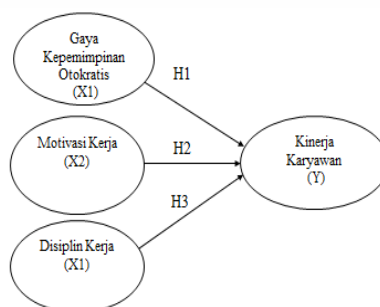
### Work Discipline

According to Sutrisno (2011) work discipline is the presence, obedience and timeliness of compliance with all applicable corporate regulations and according to S.P.Hasibuan (2011) work discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms. Consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So, he will either obey or do all his work well, not for coercion.

### Performance

According to Putra (2014), performance is what can be developed to be better and beneficial for yourself. Another opinion according to Gibson (2013) suggests that a person's performance is determined by the ability and motivation to carry out the work. Furthermore, it said that the implementation of the work is determined by the interaction of ability and motivation.

### RESEARCH MODEL



Based on the formulation of problems and research framework that have been described above, it can be formulated research hypothesis as follows:

- $H_1$  The style of Autocratic Leadership positively affects employee performance.
- $H_2$  Work motivation has a positive effect on employee performance.
- $H_3$  Work discipline has a positive effect on employee performance.

### RESEARCH METHODOLOGY

In this study, the writer applies the causal research to test the Influence of Autocratic Leadership Style, Work Motivation and Work Discipline at PT. Elite Prima Utama, year 2017. And in this study quantitative research method is used.

This research uses data analysis method called Structural Equation Modeling (SEM) method which is one of the methods currently used to cover the weaknesses in the regression method. To test the hypothesis and produce a feasible model, the method of analysis in this study the writer uses Varian Based Structural Equation Modeling where in the data processing Partial Least Square software program (SmartPLS) version 3.0 is used.

Population in this research is production employees of PT. Elite Prima Utama Building Mall Management Kasablanka City, amounting to 55 people. Generalization region consisting of objects or subjects that have certain qualities and characteristics that have been set for study and conclusions drawn. The population is not always a person, but also another natural thing. The population is also not limited to the number of objects or subjects studied, but includes all the characteristics and properties of the object or subject. (Sugiyono, 2013).

To determine the number of samples in the study, it is imperative that the samples are representative, it means samples that can represent the population. But in this research saturated sample method is to be used. Saturated samples is about the technique of determining the sample by taking all members of the population used as respondents or samples (Sugiyono, 2013).

### RESULTS AND DISCUSSION

This analysis aims to obtain data characteristics of respondents research, which includes gender, age and education. The description obtained is about the characteristics of respondents that are presented in the following table:

### Characteristics of Respondents Research Table

Jenis Kelamin	Jumlah	Persentase (%)
Laki-laki	54	98 %
Perempuan	1	2%
<b>Grand Total</b>	<b>55</b>	<b>100%</b>
Usia	Jumlah	Persentase (%)
20 - 30 Tahun	25	45%
31 - 40 Tahun	22	40%
41 - 50 Tahun	8	15%
<b>Grand Total</b>	<b>55</b>	<b>100%</b>
Pendidikan	Jumlah	Persentase (%)
SMA	43	78%
D3	3	6%
S1	9	16%
<b>Grand Total</b>	<b>55</b>	<b>100%</b>

From the data it is known that most of the respondents are male (98%). This is because the occupied profession requires more operational power in the field. The majority of respondents are aged over 20 years as many as 25 people (45%), above 31 years as many as 22 people (40%) and as many as 8 people (15%) aged between 41-50 years. The highest education level of respondents is 43 people (78%) of high school graduation (High School).

### Evaluation of Outer Model

Outer models are often also called outer relations or measurement models defining how each indicator block corresponds to its latent variables. The measured residual can be interpreted as a measurement error (Ghozali, 2014).

### Covergent Validity

The first validity Test is the Convergent Validity Test of each construct indicator. According to Chin in Ghozali (2014), an indicator is said to have good valid if its value is greater than 0.70, while loading factor 0.50 to 0.60 can be considered sufficient. Based on this criteria, when there is a loading factor below 0.60 it will be dropped from the model. And then Discriminant Validity Test on reflexive indicator that can be seen cross-loading between indicator with its construct. An indicator is valid if it has the highest loading factor to the target construct compared to the loading factor to another construct. Thus, the latent contract predicts the indicators on their blocks are better than the indicators in the other blocks. The correlation results between the indicator and the contraction as seen in output below:

	Original Sample Estimate	Mean Of Sub samples	Standard Deviation
<b>Geva Kepemimpinan Otolkratis (X1)</b>			
X1GK04	1.000	1.000	0.000
<b>Motivasi Kerja (X2)</b>			
X2MK5	0.718	0.701	0.990
X2MK6	0.829	0.820	0.061
X2MK7	0.835	0.815	0.080
X2MK8	0.929	0.925	0.018
X2MK9	0.925	0.914	0.032
X2MK10	0.625	0.632	0.116
<b>Disiplin Kerja (X3)</b>			
X3DK2	0.670	0.672	0.079
X3DK3	0.762	0.742	0.089
X3DK4	0.721	0.719	0.108
X3DK5	0.759	0.751	0.084
X3DK6	0.82	0.812	0.070
<b>Kinerja Karyawan (Y)</b>			
YKK1	0.711	0.711	0.068
YKK2	0.694	0.688	0.082
YKK3	0.83	0.825	0.065
YKK4	0.669	0.651	0.110
YKK5	0.759	0.752	0.068

### Results For Outer Loadings Table

Results for outer loadings explain the ability of each indicator in explaining the research variables studied. The provisions in the analysis are about the limitations of the provisions of the significance of an indicator in presenting the research variables that amounted to 1.96 (Ghozali, 2014). Three measurements for results for outer loadings are the original sample estimate which explains the low ability of the indicator in explaining the variables studied, where the higher the original sample estimate, the higher the ability to explain the measured variable, the mean of subsamples explain the average value of the indicators studied, and standard deviation explains the level of uniformity of respondents' answers, where the smaller the standard deviation means the more uniform respondents' answers.

### Discriminant Validity

Output discriminant validity of the results of data processing as shown in the following table:

**Table of Discriminant Validity (Cross Loading) Test Result**

	Gaya Kepemimpinan Otokratis	Motivasi Kerja	Disiplin Kerja	Kinerja Karyawan
X1GKO4	1.000	0.236	0.483	0.553
X2MK5	0.003	0.718	0.054	0.712
X2MK6	0.177	0.829	0.181	0.370
X2MK7	0.253	0.835	0.036	0.289
X2MK8	0.210	0.929	0.149	0.402
X2MK9	0.206	0.925	0.005	0.280
X2MK10	0.256	0.625	0.014	0.248
X3DK2	0.357	0.319	0.670	0.558
X3DK3	0.388	0.050	0.762	0.511
X3DK4	0.374	0.079	0.721	0.381
X3DK5	0.312	0.039	0.759	0.417
X3DK6	0.365	0.133	0.820	0.505
YKK1	0.435	0.291	0.590	0.711
YKK2	0.343	0.234	0.379	0.694
YKK3	0.462	0.408	0.435	0.830
YKK4	0.424	0.205	0.385	0.669
YKK5	0.355	0.266	0.549	0.759

Discriminant validity describes the ability of each indicator to make distinctions between constructs and other constructs. Indicators incorporated in other constructs mean they do not have good discriminant.

**Composite Reliability and Cronbachs Alpha**

Composite reliability and alpha cronbachs Test aims to test the reliability of the instrument in a research model. Or measure internal consistency and its value should be above 0.60 (Ghozali, 2014). Results of Composite Reliability and Cronbachs Alpha can be seen in the table below:

**Composite Reliability and Cronbach's Alpha Test Results Table**

Variabel	Cronbach's Alpha	Composite Reliability	Keterangan
Gaya Kepemimpinan Otokratis	1.000	1.000	Realibel
Motivasi Kerja	0.897	0.922	Realibel
Disiplin Kerja	0.804	0.864	Realibel
Kinerja Karyawan	0.796	0.854	Realibel

Based on the Table, the results of Composite Reliability tests show satisfactory value, because all values of latent variables have a value of Composite Reliability  $\geq 0.7$ . And Cronbach's Alpha test results also show a satisfactory value, it is because the entire value of latent variables have the value Cronbachs Alpha  $\geq 0.7$ . So it can be interpreted that the construct has a good reliability or questionnaire used as a tool in this research has been consistent.

**Inner Model Evaluation**

Inner models are sometimes referred to as inner relation, structural model and substantive theory that specify the relationship between research variables (structural models).

**R-Square value**

Test on the structural model is done by looking at the R-square value which is a goodness-fit test model. R-square results for endogenous latent variables that can be seen in the following table:

**R-Square (R<sup>2</sup>) Value Test Table**

Variabel	R-Square (R <sup>2</sup> )	R-Square (R <sup>2</sup> ) Adjusted
Kinerja Karyawan	0.562	0.537

From the table above, it can be seen that the value of R-Square (R<sup>2</sup>) or coefficient of determination of independent latent variable construct (autocratic leadership style, work motivation and work discipline) on employee performance gives R-square value of 0.562 which can be interpreted that variability construct employee performance which can be explained by the variability of the construct of autocratic leadership style, work motivation and work discipline is 56.2% while the remaining 43.8% is explained by other causes outside of the studied.

**Predictive Relevance (Q<sup>2</sup>) Value**

Predictive Relevance (Q<sup>2</sup>) to measure how well the observed value is generated by the structural model and also its parameter estimation. To calculate Predictive Relevance (Q<sup>2</sup>) the following formula can be used:

$$Q^2 = 1 - (1 - (R^2)^2)$$

Perhitungan Q<sup>2</sup> (KK) :

$$Q^2 = 1 - (1 - R^2)^2$$

$$Q^2 = 1 - (1 - 0.562^2)$$

$$Q^2 = 1 - (1 - 0.315)$$

$$Q^2 = 1 - 0.685$$

$$Q^2 = 0.315$$

### Value of Goodness of Fit (GoF)

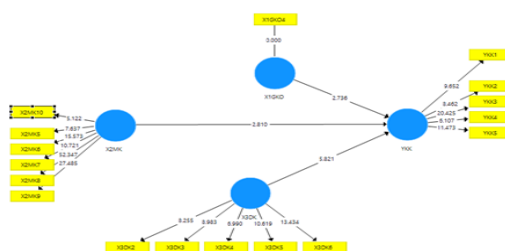
The value of the Goodness of Fit (GoF) index is derived from the average communal index multiplied by the R<sup>2</sup> model value. GoF values range from 0-1 with the following interpretations:

$$\begin{aligned} \text{GoF KK} &= \sqrt{\text{AVE} \times R^2} \\ &= \sqrt{0.560 \times 0.562^2} \\ &= \sqrt{0.176} \\ &= 0.420 \end{aligned}$$

### Hypothesis Test Results

To answer the research hypothesis it can be seen from t-statistic on the picture structure and the following table:

**Picture Bootstrapping PLS Results**



**Hypothesis Test Table**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Gaya Kepemimpinan Otokratis -> Kinerja Karyawan	0.248	0.235	0.090	2.736	0.005
Motivasi Kerja-> Kinerja Karyawan	0.267	0.286	0.095	2.810	0.005
Disiplin Kerja-> Kinerja Karyawan	0.501	0.513	0.086	5.821	0.000

The test results show that:

- The style of Autocratic Leadership has a positive and significant influence on Performance because of the statistical T value of 2,736 which means greater than 1.96, so the hypothesis  $H_1$  can be declared acceptable.
- Work Motivation has a positive and significant influence on Performance, because the value of T statistics of 2.810 which means greater than 1.96, so hypothesis  $H_2$  can be declared accepted.
- Work Discipline has a positive and significant influence on Performance, because the value of T statistics of 5.821 which means greater than 1.96, so hypothesis  $H_3$  can be declared accepted.

## DISCUSSION

### 1. The Influence Of Organizational Culture On Job Satisfaction

Based on the results of statistical calculations, it can be concluded that the construct of Autocratic Leadership Style has a directly significant positive effect on the Performance construct. Thus, the hypothesis  $H_1$  in this study is accepted.

### 2. Effect of Work Motivation on Job Satisfaction

Based on the results of statistical calculations, it can be concluded that the construct of Work Motivation

has a directly significant positive effect on the Performance construct . Thus, the hypothesis  $H_2$  in this study is accepted.

### 3. The Effect of Work Discipline on Performance

Based on the results of statistical calculations, it can be concluded that the Work Discipline construct has a directly significant positive effect on the Performance construct. Thus, the hypothesis  $H_3$  in this study is accepted.

### Conclusion

Based on the results of the previous analysis and discussion, the following conclusions can be drawn as follows:

1. The style of autocratic leadership has a positive and significant effect on employee performance, the style of leadership is all the actions that it does tend to be punitive, it creates a deterrent effect so as not to repeat the same mistake in the future,
2. Work motivation has a positive and significant impact on performance, with motivation given by the leader can make the performance becomes more vibrant and can make someone willing to give ideas or thoughts.
3. Work discipline has a positive and significant influence on performance, There is a lack of discipline such as high level of absenteeism in security department.

### Suggestion

Suggestions that can be given by researcher based on the results of this study are as follows:

1. Based on the characteristics with the lowest mean, it is advisable that in leading an organization, even though the authority in decision-making centered on the leader, it is not wrong to reason by listening to suggestions or ideas submitted by subordinates to the superior. It can create two-way communication between the superior and subordinates, not always a decision taken by a leader is correct, so by willingly listen to suggestions or ideas from subordinates not only it can make two-way communication but also it can make a lot of consideration in making the best decision to be taken by the leader itself because so many positive ideas and suggestions are gained for the smooth running of the security department and to bring the company forward.
2. Based on the characteristics with the lowest mean, giving the motivation to subordinates to be responsible for their job description and to consistently provide reports through softcopies that can be sent via email or hardcopy that can be directly submitted to the leader every after doing a routine or additional work, because by giving report there is a proof of our work to be known to the boss more clearly and detailed, not only working in the field but also the report of the work can be accounted for properly.
3. Based on the characteristics with the lowest mean, it is advisable that the leader pays more attention and provides direction to all employees to prevent the increasing number of inconsistent employees such as not complying with the schedule of workdays that have been made and this can harm the company.
4. Based on the characteristics with the lowest mean, the absence of desire to get a higher position and the feeling of only satisfied in the current position bring suggestion to the leadership to always invite subordinates to communicate in two directions, provide motivation in every opportunity, and to always pay attention to the presence of subordinates if there are subordinates who do not comply with the schedule work in accordance with what has been arranged for action from oral to written warning so as not to make a bad influence for others.
5. In this study, due to the small population with the number of 55 people using saturated samples which means the sample in this study was done for as many as 55 people, so for the next researcher it is suggested to increase the number of samples in order to represent the population and to be more interpreted.

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