

The Influence of Motivational Leadership that is Moderated by Perceived Uncertainty and Work Discipline on Employee Performance

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Abstract

The aim of this research is to determine the impact of moderated motivational leadership and work discipline on employee performance. Hypothesis testing uses 77 employees in a State-Owned Enterprises in Bandung with as samples. The sampling technique uses simple random sampling. The survey research method is used to answer the formulated problem statement. Data analysis using partial least square Warp PLS 5. The results found a significant impact of moderated motivational leadership and work discipline on employee performance. Where path coefficients motivational leadership = 0.416 with p-value = 0.000, path coefficients of work discipline is 0.201 with p-value = 0.025 and perceived environmental uncertainty that moderates motivational leadership with path coefficients = -0.194 and p-value = 0.029. The overall effect show from the adjusted R² = 0.257. The result referring to the calculation of data, the proposed hypothesis can be accepted. This result describes the significant influence of moderated motivational leadership perceived environmental uncertainty and work discipline on employee performance. The research implications show that the role of environmental uncertainty needs to be taken attention by management so that the effectiveness of leaders in implementing direction and employee empowerment can be optimized. Besides, attention to the increase in the discipline of work remains to maintained so that it can produce the performance that is following the targets set by the by the company.

Keywords: Employee Performance, Environmental Uncertainty, Leadership, Motivational, Work Discipline

1. Introduction

Human resources as one of the controlling element are one of the essential factors in all forms of organization. Human resources here are very complex, so it needs to get attention, handling and special treatment in addition to other factors because its role as the subject of implementing the company's policies and operational activities is in line with the goals of the organization itself (Noe, et al., 2017). In reality, the success of an organization determined by the leadership developed in the organization and the work discipline of employees within the company, the performance provided by its subordinates to achieve these goals is also very influential (Piccolo, et al., 2010). The company requires the existence of potential human resource factors,

both leaders and employees in the patterns, tasks, and supervision that are the determinants of achieving organizational goals. For management activities to run well, companies need to have employees who have high skills, knowledge and skills and efforts to manage the organization as optimally as possible so that employee performance increases (Guest, 2011).

One indicator that employees are obedient in a company is by looking at the level of attendance, such as never skipping coming and going home according to company requirements (Kim, Kolb, & Kim, 2013). Employees can make good use of work time to complete work and frequency of errors that are rare or even never. One of the factors in the low performance of employees in increasing productivity

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in the company includes human resources who are still less skilled in the field of weak supervision of employees who lack discipline (Bakker, Demerouti & Lieke, 2012). Job pretensions are the work results in the quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Achievement of one's accomplishments concerning tasks that are their responsibility (Noe, Clarke & Klein, 2014). Therefore the importance of management to direct employees to the company's main goals, by applying the variables of leadership and discipline so that the duties and functions of the company can be run well achieved. The importance of employees in an organization, employees is expected to be more severe in their obligations in the company and anticipate changes in environmental uncertainties that occur (Dubreuil, Forest & Courcy, 2014). According to Piccolo and Colquitt (2006) growing enthusiasm and making innovations to advance the company requires leadership that can provide motivation and direction to its employees.

Leadership can effectively influence, direct, and guide employees. Yukl (2013) stated that leadership will affect how each employee handles or completes a task if the leadership can do it correctly it will have an immense impact on increasing achievement. Leadership and work discipline are considered essential aspects in determining employee performance, but the role of other factors cannot be ignored such as environmental uncertainty.

Leadership is one of the principal driving factors in every company. Employees who have a good level of work leadership will encourage these employees to work more passionately and can make a positive contribution to the work that has become their responsibility because an employee who has direction will achieve the stated goals. Leadership is the nature, habits, temperament, character, and personality that distinguish a leader in interacting with others. Dum Dum, Lowe and Avolio (2013) confirm that leadership can see as not talent; therefore leadership is learned and practiced in its application must be following the situation at hand. Emotionally leaders have different

levels of self-concept for the impact of environmental uncertainties faced. Furthermore Agle, et al., (2006) prove that the effect of environmental uncertainty can affect leaders in directing and developing employees in achieving predetermined targets.

In addition to leadership factors and environmental uncertainty, discipline is essential in improving employee performance. Work discipline is one of the critical operative functions and cannot ignore because as part of the maintenance function of employees and when the better the work discipline of employees, the higher the work performance that can achieve. Employees who arrive late are a form of undisciplined employees, especially in attendance or attendance every day.

Based on the background described above, the problem formulation is the influence of motivational leadership that is moderated by perceived uncertainty and work discipline on employee performance. And the objectives to be achieved are to find out the magnitude of the influence of motivational leadership which is moderated by perceived uncertainty and work discipline on employee performance. This research is expected to be able to provide more knowledge to employees while working in a company so that their work will be better.

2. Literature Review

In the literature review part, it is fundamental to give a theoretical or methodical background that for gaining the results of the paper. Leadership is an activity to influence the behavior of others, or art influences human behavior both individuals and groups. According to Berson & Avolio (2004) one dimension of leadership is motivational which is one of the essential factors in an organization because of most of the successes and failures of an organization determined by leadership in the organization. However, if it associated with environmental uncertainty, it can increase or decrease the motivation of the leader if he cannot overcome the problems that arise due to environmental uncertainties that occur (Waldman et al., 2001; Hartmann & Slapničar, 2012).

Salin (2003) explain that good and decisive motivational leadership will also increase employee work discipline. This condition encourages work passion, morale, and the realization of the goals of the company, employees, and society in general. Through obedience will reflect strength, because usually someone who is successful in his work, his studies are generally those who have high discipline. Voon, et al., (2011) stated that a person who is healthy and robust usually has good control, in the sense that he has regularity in maintaining himself. Bakker, Demerouti and Lieke (2012) stated that a work discipline is an appliance used by managers to change behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms. To achieve company goals is not as easy as turning the palm, because, in reality, the company faces various challenges ahead that must meet. One such problem is the type of leadership that applied to employees and employee work discipline (Noe, Clarke & Klein, 2014). And companies also need to pay attention to the level of performance of employees, so that the company can review the extent to which leadership and work discipline can improve the performance of its employees.

Leadership is essential for leadership factors strongly influence an organization, the ability of a leader to move or change subordinates or employees. According to Kim, Kolb and Kim (2013) individually, humans have unique characteristics, and each human being has special features, and each human being has his approach to be controlled or influence others. Subordinates who work with a high level of performance or goodwill increase productivity. A successful leader must be able to see and analyze precisely the motives of subordinates or employees to encourage them to work well. By that, the success of an organization or company is not only determined by the leadership of the leader, but also from the subordinates as executors of company activities that provide a critical role (Piccolo, et al., 2010).

Leaders may have observed the difference between what prompted them to act and what triggered a colleague to respond. This experience is an absolute

requirement for every change in ways to drive performance. As states by Antonakis, Avolio and Sivasubramaniam (2003) that leaders have the primary task of knowing which influences can encourage people to be willing to act to achieve the goals previously set by the organization. When identifying these influences, the leaders can apply them to the people they lead or followers, because one of the main tasks of a leader is to move the people they drive to achieving organizational goals.

The results of the study by Kim, and Brymer (2011) show that leadership owns a positive and profound effect on employee performance, meaning that leadership is an effort to influence employees through the communication process to achieve organizational goals. It is applied by the corridor that has been determined by both parties following the position held.

The company has rules that require employees to comply with it so that employees have high work discipline so that organizational goals can achieve. Boxall (2012) states that work discipline is an essential operative action of human resource management because the better the discipline of employees, the higher the work performance achieved. Without employee discipline, it is difficult for company organizations to achieve optimal results. Atmojo (2015) stated that work discipline must enforce in a company organization. Without excellent employee discipline support, it is difficult for companies to materialize their goals. So regulation is the key to the success of a company in achieving its goals. Employee performance is often a problem that never stops within an organization. Thus the success of employees in completing work both quality and quantity at the right time shows whether or not the performance of the employee.

Based on the above framework, a hypothesis testing is needed to find out whether there is a relationship between the independent variables on the dependent variable, the hypothesis in this study are: There is the influence of motivational leadership that is moderated by uncertainty in the environment and work discipline on employee performance.

3. Materials and Methods

The approach used in this study is a quantitative method to know that there is significant influence between the studied variables, to produce conclusions that will clarify the picture of the object under study using the survey method towards employees. Research one of the offices of the State-Owned Enterprises in Bandung with a research period of three months. The variables analyzed in this study consist of independent variables and dependent variables. Operationalization of variables is intended to clarify the variables studied and their measurements.

In this study, the independent variable is motivational leadership with the following indicators; leadership ability to understand, understand and make decisions, the ability of leaders to encourage employees to work according to their responsibilities, ease of leadership interaction in understanding the situation, providing support and encouragement from the leadership to employees, directing command towards employees in delivering solutions and leadership capabilities to contribute to the success of achieving company goals, adopted from Multifactor Leadership Questionnaire (MLQ) on Inspirational Motivation (Bass and Avolio, 1997).

Work discipline with indicators as follows: ability goals, maturity level, adherence to work standards, adherence to work rules and work ethics. Work discipline developed from indicators by Petchsawang and Duchon (2012). The moderator variable is perceived environmental uncertainty by referring to the indicator developed by Waldman, et al., (2001) namely very dynamic, very risky, very rapidly and very stressful. A dependent variable is employee performance with work quantity indicators, work quality, time, and cost (Mathis & Jackson, 2013).

Data collected from primary or secondary sources. Data collection used by the author to obtain information that is useful in research is by spreading a questionnaire that is a list of questions that include all the statements and questions that will be used to get the data, whether

done by telephone, letter or face to face. In this study, the author took a sample of 77 employees with a simple random sampling technique.

The data analysis method is a way to measure, process, analyze and interpret the data can see whether there is an influence between variables (X1) which moderated (Y1) and (X2) with variables (Y2). The goal of data processing is to provide useful information and to test hypotheses that have formulated in this study. Thus, the method of data analysis directed at testing hypotheses and answers to the problems posed.

4. Analysis

Data analysis using path analysis, this approach was conducted to resolve the effect of the research variable with partial least square equation modeling structural. The use of techniques requires indicator values > 0.5 and reliability values 0.7 . Based on the validity and reliability testing it is known that the research instrument is valid and reliable. Where the instrument value is above 0.5 , average variance extracted (AVE) > 0.5 , CA and CR > 0.7 following to Kock (2014) the result as described in (Table 1).

5. Results

In this section will be explained about the respondent's data. Respondents in this study were employees of 77 employees with dominant male sex compared to women, with more graduates.

Validity and reliability tests are fundamental in testing instruments as a tool in this study. Validity test assesses the extent to which the instruments used are valid for measuring variables and reliability testing is used to evaluate the reliability of the research instrument.

The indicator test results show that some indicators have an outer loading value of less than 0.5 as many as 21 indicators from 48 indicators that have been compiled so that only 27 indicators meet the requirements for further testing.

Table 1. Data quality test results

Indicator	X1	X2	Y1	Y2
X1.1	(0.735)	0.612	0.628	0.694
X1.2	(0.497)	0.278	0.269	0.401
X1.3	(0.568)	0.561	0.420	0.461
X1.4	(0.498)	0.480	0.357	0.440
X1.5	(0.545)	0.388	0.230	0.395
X1.6	(0.368)	0.247	0.233	0.200
X1.7	(0.558)	0.337	0.449	0.432
X1.8	(0.690)	0.510	0.448	0.546
X1.9	(0.398)	0.424	0.385	0.421
X1.10	(0.376)	0.271	0.222	0.270
X1.11	(0.449)	0.323	0.367	0.386
X1.12	(0.528)	0.378	0.273	0.316
X1.13	(0.601)	0.419	0.420	0.439
X1.14	(0.653)	0.433	0.376	0.450
X2.1	0.259	(0.269)	0.035	0.148
X2.2	0.373	(0.590)	0.323	0.418
X2.3	0.445	(0.654)	0.470	0.531
X2.4	0.389	(0.514)	0.480	0.458
X2.5	0.340	(0.523)	0.341	0.350
X2.6	0.358	(0.370)	0.220	0.191
X2.7	0.372	(0.637)	0.318	0.449
X2.8	0.280	(0.448)	0.229	0.311
X2.9	0.474	(0.592)	0.378	0.518
X2.10	0.367	(0.432)	0.451	0.548
X2.11	0.429	(0.502)	0.387	0.425
X2.12	0.502	(0.551)	0.631	0.664
X2.13	0.513	(0.466)	0.260	0.481
X2.14	0.309	(0.398)	0.105	0.372
X2.15	0.333	(0.504)	0.283	0.464
Y1.1	0.416	0.467	(0.640)	0.641
Y1.2	0.552	0.532	(0.722)	0.718
Y1.3	0.496	0.425	(0.808)	0.587
Y1.4	0.449	0.481	(0.628)	0.499
Y2.1	0.367	0.432	0.451	(0.548)
Y2.2	0.429	0.502	0.387	(0.425)
Y2.3	0.502	0.551	0.631	(0.664)
Y2.4	0.513	0.466	0.260	(0.481)
Y2.5	0.309	0.398	0.105	(0.372)
Y2.6	0.333	0.504	0.283	(0.464)
Y2.7	0.416	0.467	0.640	(0.641)
Y2.8	0.552	0.532	0.722	(0.718)
Y2.9	0.496	0.425	0.808	(0.587)
Y2.10	0.449	0.481	0.628	(0.499)
Y2.11	0.412	0.485	0.350	(0.484)
Y2.12	0.406	0.379	0.349	(0.449)
Y2.13	0.373	0.378	0.229	(0.426)
Y2.14	0.302	0.343	0.420	(0.541)
Y2.15	0.322	0.397	0.221	(0.449)

Table 2. Describes the latent testing of variables and hypothesis testing

Items	Lead	Disc	Perceive	Perform	Lead. Perceive	Decisions
Path Co-efficiens	0.416	0.201			-0.194	
P Value	<0.001	0.025			0.029	Accept
R2				0.283		
Adj R2				0.257		
CR	0.823	0.823	0.795	0.851	0.823	
CA	0.754	0.758	0.703	0.787	0.754	
AVE	0.572	0.544	0.594	0.599	0.572	
VIF	1.987	2.296	4.654	4.306	1.987	

After testing construct validity, a variable validity and reliability test is then carried out, then proceed to the calculation of path analysis. The calculation results show that the proposed hypothesis is acceptable, as explained in the (Table 2).

Table 2, shows the results of calculations, where motivational leadership coefficient = 0.416 with p-value = 0.000, Path Coefficient work discipline 0.201 with p-value = 0.025 and perceived environmental uncertainty that moderates motivational leadership with Coefficient Path = -0.194 and p-value = 0.029. The overall effect sees from adjusted R2 = 0.257. The calculation of data, the proposed hypothesis can be accepted. This result means a compelling impact of moderated motivational leadership perceived environmental uncertainty and work discipline on employee performance. The research model can describe as (Figure 1).

Figure 1 shows that motivational leadership variables moderated by perceived environmental uncertainty and work discipline have an enormous effect on employee performance with an R2 value of 0.283 and p-value of 0.000. Where the results of moderation perceived environmental uncertainty had a significant and negative effect on performance. It can say that the existence of a high perceived environmental uncertainty will reduce the influence of motivational leadership on employee performance. While work discipline is proven to have a positive and powerful outcome on improving employee performance. The

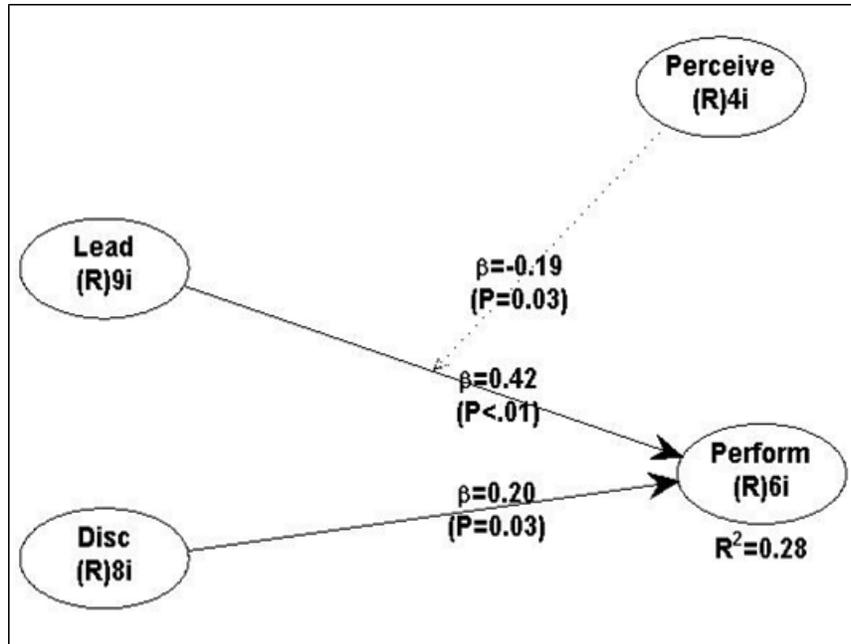


Figure 1. Results of calculation of the influence of motivational leadership moderated by perceived environmental uncertainty and work discipline on employee performance.

results of data calculations prove that motivational leadership moderated by perceived environmental uncertainty and work discipline is one of the main factors that can drive employee performance.

6. Discussion

Leadership is the ability to arouse the enthusiasm of others to be willing and have total responsibility for the effort to achieve or exceed organizational goals. Without leadership or guidance, the relationship between individual goals and organizational goals is weak. This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its targets.

As states by Yukl (2013) that leaders have the primary task of knowing which influences can encourage people to be willing to act to achieve goals that have been previously set. If you know these influences, the leaders can apply them to the people they lead or followers, because one of the main tasks of a leader is to mobilize the people they drive to achieving organizational goals,

this can be achieved if the leader's internal self-concept can overcome the environmental uncertainty it faces (Agle, et al., 2006; Den Hartog & Belschak, 2012).

Ordering is the essential characteristic of the organization and discipline is one method for maintaining that order. The primary purpose of the discipline is to increase efficiency to the maximum extent possible by preventing waste of time and energy. Besides, the discipline tries to avoid damage or loss of property, machinery, equipment and work equipment caused by caution, jest or theft. Work discipline tries to cover mistakes and negligence caused by lack of attention, inability, and postpone. Work discipline prevents the beginning of work that is slow or too early to end action caused by delay or laziness. Discipline also seeks to overcome differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations.

Measuring the level of work discipline of an employee can be measured by the timeliness in carrying out work, awareness of work and compliance with applicable regulations. With a low work discipline, the employee

will feel less responsible because the sanction he gives is not so burdensome so that his performance will automatically decrease which will cause losses to the company in the future. Kim and Brymer (2011) showed that discipline is an essential operative purpose of human resource management because the better the discipline of employees, the higher the work performance achieved.

Through self-discipline, an employee in addition to respecting himself also respects others. For example, if an employee works on tasks and authority without supervisor supervision, mainly the employee has consciously carried out the responsibilities he has carried out. On the other hand for colleagues, with the implementation of self-discipline, will facilitate the activities that our team especially if the task given in the form of teamwork influenced by order of time it takes. Discipline in one field of work will hamper the other area of work.

It is necessary to cultivate disciplined values that are indeed supported by the conducive work environment. The benefits of the discipline itself divided into two, namely self-discipline and group discipline. As stated by Boxall (2012) establishing group discipline will be more comfortable if someone has been self-disciplined. That is, the group will produce optimal work if each group member can contribute following their rights and responsibilities. Sometimes, group discipline also contributes to the development of self-discipline. For example, if the group's work reaches the desired target and the employee gets an award, the group discipline that has applied so far can provide discipline, i.e., the employee becomes aware of the meaning of the importance of discipline. With the presence of motivational leadership that can arouse and direct employees well accompanied by a high level of the concept of environmental uncertainty and accompanied by employee compliance with applicable regulations will have an impact on improving employee performance.

7. Conclusion

It can say that motivational leadership that was moderated by perceived environmental uncertainty

work discipline, and employee performance is adequate. The research hypothesis proposed in this study proved to have a significant effect. Of course with the presence of motivational leadership that can overcome the situation of environmental uncertainty can improve employee performance. Employee work discipline is proven to affect improving employee performance. The research implications show that the role of environmental uncertainty needs to be taken seriously by management so that the effectiveness of leaders in implementing direction and employee empowerment can be optimized. Besides, attention to the increase in the discipline of work remains to be maintained so that it can produce the performance that is following the targets set by the company.

This study only examines the role of the perceived environmental uncertainty that moderates motivational leadership and work discipline that has implications for employee performance. Therefore there is a need for further research to gain empirical evidence regarding the role of perceived environmental uncertainty in determining employee performance changes using a more extensive sample and much so that it can be a reference for future research.

8. References

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