

The Influence of Work Discipline, Work Quality, Work Motivation, Leadership Style and Employee Satisfaction on Employee Performance at Shipyard Companies in Batam City

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Abstract

Human resource management (HRM) is a part of management that focuses on paying attention to potential or assets in the form of human resources which function as the main capital in internal improvement of organizations and companies. The company experienced a decline in employee performance due to low employee work discipline, especially in the operational department. The shipping industry in Indonesia is mostly located in Batam, where almost 60% of the 160 shipyards in Indonesia are in Batam. In recent years, the shipbuilding industry in Batam has developed quite rapidly. From the phenomena and background of the problem above, so that the resulting employee performance can be more optimal, it is thought to be influenced by the factor that has the most dominant influence, namely work discipline. This research is quantitative, using primary data. The data sources in this research were obtained from questionnaires on 400 respondents and literature studies. The research results show several things, namely work discipline influences employee performance, work motivation influences employee performance, work quality does not influence employee performance, leadership style influences employee performance, and job satisfaction does not influence employee performance.

Keywords: *Discipline, motivation, quality, leadership, satisfaction.*

A. Theoretical Background

Human Resource Management (HRM) is a crucial aspect of organizational management, focusing on harnessing the potential and assets embodied in human resources. Human capital serves as the primary catalyst for internal improvements within organizations and companies. According to Putri, Sukri, and Djamil (2022), work discipline emerges as a pivotal factor positively impacting employee performance. This suggests that heightened employee discipline correlates with improved performance outcomes.

For optimal performance results, a collaborative and supportive environment among employees is indispensable. The cornerstone of achieving such synergy lies in fostering a culture of work discipline within the organization. A decline in employee performance, particularly within the operational department, has been observed due to inadequate work discipline. Employees in this operational domain bear the responsibility of overseeing all facets of ship repair processes at shipyards, from docking to the completion of repairs. Any lapses in employee discipline can potentially

disrupt the achievement of targets for ship repairs, thereby affecting the overall performance of the company.

Batam, Indonesia, emerges as a key hub for the shipping industry, hosting nearly 60% of the country's 160 shipyards. This concentration is attributed to Batam's strategic significance for investments, particularly in the offshore and marine sectors. The shipbuilding industry in Batam has experienced rapid growth, leading to the proliferation of business opportunities for ancillary industries. Notably, the oxygen, nitrogen, carbon dioxide, and acetylene gas refilling industry has witnessed significant development to meet the demands of the flourishing shipping sector. Oxygen, argon, acetylene, and nitrogen gases are essential for various shipbuilding processes, such as welding and reducing hydrocarbon content.

Given the observed phenomena and the backdrop of the aforementioned issues, optimizing employee performance becomes contingent upon addressing the factor with the most dominant influence—work discipline. To delve deeper into this dynamic, the author aims to conduct comprehensive research titled "The Influence of Work

Discipline, Work Quality, Work Motivation, Leadership Style, and Employee Satisfaction on Employee Performance at Shipyard Companies in Batam City."

This study seeks to unravel the intricate interplay between these variables and their collective impact on employee performance within the shipbuilding industry in Batam. In conclusion, recognizing the significance of work discipline as a linchpin for employee performance is imperative for the sustained success of shipyard companies. The proposed research endeavors to shed light on the multifaceted dynamics shaping employee performance in this context, offering insights that can inform strategic interventions and improvements within the shipbuilding industry in Batam.

To provide a comprehensive understanding of the interplay between these factors, a research model has been devised. This model serves as a conceptual framework, illustrating the relationships and dependencies among work discipline, work quality, work motivation, leadership style, employee satisfaction, and employee performance. Through empirical investigation and analysis, this research aims to contribute valuable insights that can inform strategic interventions, policies, and practices within shipyard companies in Batam, ultimately fostering a conducive environment for enhanced employee performance and organizational success. [2]

The exploration of various dimensions impacting employee performance encompasses a spectrum of factors, starting with foundational concepts such as discipline, work quality, motivation, and leadership. Discipline, as elucidated by Hasibuan (2019), manifests when employees consistently adhere to work schedules, fulfill their tasks proficiently, and comply with both company regulations and societal norms. It is a manifestation of individual awareness and commitment to abiding by established rules. Nasution (2020) extends the discussion to work quality, emphasizing its measurement based on how effectively employees execute their assigned responsibilities. This assessment encompasses attributes such as loyalty, integrity, leadership, cooperation, dedication, and participation. Ali and Anwar

(2021), delve into the realm of motivation, defining it as the encouragement or impetus derived from a manager's ability to convey the strengths and potential of subordinates. Motivation, they argue, is integral in guiding and supporting human behavior, instilling a willingness to exert effort for optimal results.

Leadership, elucidated by Ariska (2019), is conceptualized as an endeavor to exert influence rather than force, fostering motivation and goal attainment. Paparang et al. (2021), assert a positive and significant correlation between job satisfaction and performance, emphasizing the pivotal role of contentment in amplifying employee contributions. Building upon this foundation, Rambe (2021) conducted a study in Indonesia, underscoring the influential role of leadership style, work motivation, work quality, and career development in shaping employee performance. Putri et al. (2022), further expands the discourse by exploring the impact of compensation, organizational culture, human resource quality, and discipline on employee performance, demonstrating a substantial positive effect.

Discipline emerges as a consistent theme in enhancing productivity, with studies emphasizing its role in improving work performance. Yuliasari (2020), conducted a survey in Indonesia, revealing that leadership style, motivation, work environment, and work discipline collectively exert a considerable influence on employee performance. Prabowo (2019) study, encompassing leadership style, motivation, and work discipline, echoes the significance of these factors in driving performance.

Insights from Setya et al. (2020) in Indonesia challenge conventional notions, suggesting that different leadership styles may not significantly affect employee performance. However, cross-cultural studies by Gonzalez & García-Almeid (2021) and Hajjali et al. (2021) in Spain and Indonesia, respectively, unveil the intricate interplay between creativity, knowledge, motivation, leadership style, and employee satisfaction, emphasizing contextual nuances.

The mediating role of job satisfaction is explored by Katharina and Dewi (2020), emphasizing how career development positively influences job satisfaction, subsequently impacting employee productivity. Mubin and colleagues (2022) delve into servant leadership's impact on employee engagement and loyalty, revealing nuanced effects. While leadership positively influences engagement, the effect on loyalty is moderate. The study also examines the intricate relationships between work engagement, loyalty, and their combined impact on the leadership-employee performance dynamic.

Finally, Ihsan's (2021) comprehensive study in Indonesia integrates variables such as work motivation, ability, leadership style, and work discipline. The findings underscore the multifaceted nature of these factors, with leadership style and work discipline significantly influencing employee performance. The results suggest a complex interaction, with a substantial portion of performance influenced by other factors.

In summary, these diverse studies collectively contribute to an evolving understanding of the intricate dynamics shaping employee performance. From the foundational elements of discipline and work quality to the motivational and leadership aspects, each facet plays a crucial role. The contextual variations highlighted in cross-cultural studies emphasize the need for a nuanced approach, recognizing the interplay of diverse factors influencing employee performance.

The aim of the research is to investigate and understand the factors influencing employee performance at shipyard companies in Batam City, Indonesia. The research specifically focuses on the impact of work discipline, work quality, work motivation, leadership style, and employee satisfaction on the performance of employees in the shipbuilding industry. The following is a picture of the research model below:

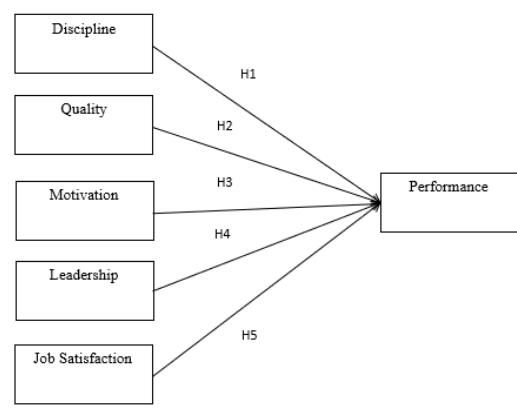


Figure 1. Research Model

H1 : there is a significant positive influence of work discipline on employee performance

H2 : there is a significant positive influence of work quality on employee performance

H3 : there is a significant positive influence of work motivation on employee performance

H4 : there is a significant positive influence of leadership style on employee performance

H5 : there is a significant positive influence of job satisfaction on employee performance.

B. Research Method

This research adopts a quantitative research approach and utilizes a theoretical framework to address its research inquiries. The potential solutions to the research problem are derived from a hypothetical theory, supported by practical evidence, as noted by Sugiyono (2021). Both primary and secondary data sources, as highlighted by Sujarweni et al. (2019), have been employed in this investigation. Next, the data collection techniques or data sources used are:

- a. A questionnaire is a data collection technique conducted by asking respondents questions or written answers. Questionnaires are an effective data collection technique when the researcher knows exactly the variables being measured and what is expected from the respondents. Questionnaires are also suitable if the number of respondents is sufficiently large and widespread. Questionnaires can be closed or opened with

questions/messages. and the respondent can answer directly Send by post or via the internet. [15]

- b. A literature review provides the basic foundation for deriving and building theoretical foundations, frameworks, and preliminary formulations. This is often called a research hypothesis. To make it understandable to researchers and is assigned or carried out by individual researchers with the main objective of finding out the basics and using different patterns. Branch libraries This literature study gathered information and theories related to the problems studied by (Sugiyono 2021).

The study targeted 100,000 shipyard employees in Batam, selecting a random sample of 400 individuals through probability sampling. The sample size was determined using the Krejcie & Morgan table [17]. Data processing involved employing the SPSS version 24.0 for Windows and multiple linear regression for analysis, encompassing classic hypothesis testing and statistical assessments.

C. Result and Discussion

In this research, each respondent who provided an answer was an employee who worked at a shipyard company in Batam, with the aim of analyzing factors that influence employee performance, such as work discipline factors, work quality factors, motivation factors, leadership factors and job satisfaction factors.

Demographic Analysis

From the results taken from Google Form, samples were taken based on probability sampling or random sampling. To determine the sample size of a population in this study, the Krejcie & Morgan table was used with a sample of 400 people. The results taken are based on the categories of gender, work experience, and worker income. [18]

Table 1. Questionnaire Distribution Table

Variabel	Kategori	Total	Perse n
1. Gender	Male	199	49,8%
	Famale	201	50,2%
Total		400	100%
2. Work Experience	1-2 years	46	12%
	>3 years	144	36%

Total	<5 years	167	42%
	<8 years	43	11%
		400	100%
3. Education level	High school	12	3%
	Sarjana	330	82%
	Magister	58	15%
Total		400	100%

Source: Primary data processed (2023)

Validity Testing

Table 2. Validity Test Result

Variable	Mutant Factor	Conclusio n
Discipline 1	0,778	Valid
Discipline 2	0,591	Valid
Discipline 3	0,650	Valid
Discipline 4	0,684	Valid
Discipline 5	0,681	Valid
Motivation 1	0,677	Valid
Motivation 2	0,597	Valid
Motivation 3	0,668	Valid
Motivation 4	0,735	Valid
Motivation 5	0,351	Valid
Quality 1	0,776	Valid
Quality 2	0,828	Valid
Quality 3	0,786	Valid
Quality 4	0,786	Valid
Quality 5	0,745	Valid
Leadership 1	0,707	Valid
Leadership 2	0,765	Valid
Leadership 3	0,807	Valid
Leadership 4	0,791	Valid
Leadership 5	0,665	Valid
Job Satisfaction 1	0,683	Valid
Job Satisfaction 2	0,742	Valid
Job Satisfaction 3	0,744	Valid
Job Satisfaction 4	0,701	Valid
Job Satisfaction 5	0,715	Valid
Performance 1	0,743	Valid
Performance 2	0,600	Valid
Performance 3	0,745	Valid
Performance 4	0,718	Valid
Performance 5	0,703	Valid

Source: SPSS 24.0 data processing results (2023)

In Figure 2 above, validity testing is done to determine how appropriate the measuring instrument used is. Researcher presents the results of the validity test for all the research questions where a total of 30 research questions were asked to the employees of Batam City Shipyard.

Reliability Testing

Reliability tests are then used to determine gaps and consistency in measuring instruments, usually using questionnaires. A decision is made and is said to be reliable and in good condition if the calculated Cronbach value is greater than the Cronbach alpha value, i.e. 0.6. [19]

Table 3. Reliability Test Result

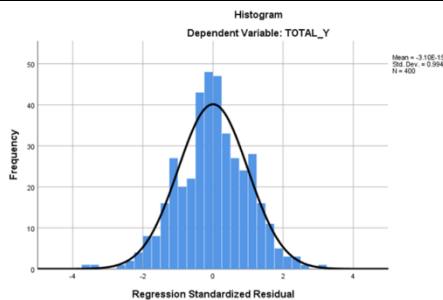
Variable	Cronbach Alpha	Conclusion
Work		
Discipline	0,679	Reliable
Motivation	0,732	Reliable
Quality	0,844	Reliable
Leadership	0,799	Reliable
Job		
Satisfaction	0,762	Reliable
Performance	0,743	Reliable

Source: SPSS 24.0 data processing results (2023)

Histogram Normality Test

Figure 1 shows that the data shown in the histogram is normally distributed and not skewed to the left or right. This means that the graph is balanced.

Figure 1. Histogram Normality Test Result



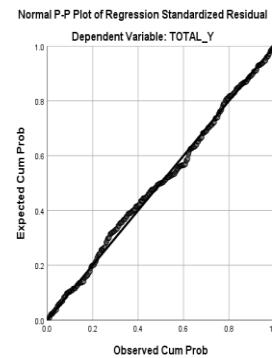
Source: SPSS 24.0 data processing results (2023)

Priyatno (2019) states that tests using the histogram model are conditional on the condition that the data are bell-shaped normally. This is because good data is data

that has a normal distribution pattern. We can therefore conclude that the variables in this study are normally distributed and the researcher ran his test using the P-plot test as well.

Normality Test (P-plot)

Figure 2. Normality Test (P-plot)



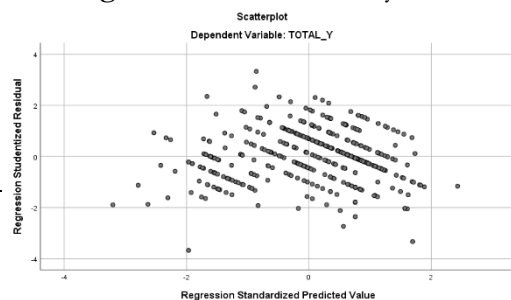
Source: SmartPLS processed primary data (2023)

Based on Figure 2, the above normality test (normal probability plot) shows that the plotted points are on the diagonal. This is consistent with the opinion expressed when the data is spread around the diagonal [20]. If we follow the diagonal direction, the model regression satisfies the assumption of normality, so we can conclude that the variables in the study are normally distributed.

Heteroscedasticity Test

Based on Figure 3, we can conclude that no heteroskedasticity occurs because the points are spread above and below the zero value on the Y-axis. Priyatno (2019) states that heteroscedasticity does not occur if the points are spread out in an ill-defined pattern above and below his 0 axis number on the Y axis.

Figure 3. Heteroscedasticity Test



Source: SPSS 24.0 data processing results (2023)

Moreover, Table 4 shows the tolerance value >0.010, which proves that the regression used in this study is a good regression.

Table 4. Multicollinearity Test Results

Model	Collinearity		Conclusion
	Statistic		
	Tolerance	VIF	
Work Discipline	0,676	1,479	Multicollinearity does not occur
Motivation	0,572	1,747	Multicollinearity does not occur
Quality	0,574	1,743	Multicollinearity does not occur
Leadership Style	0,310	3,222	Multicollinearity does not occur
Job satisfaction	0,374	2,673	Multicollinearity does not occur

The VIF calculation shows a result of less than 10, which means there is no correlation between the independent variables. The data processing results show that there is no multicollinearity between the variables in the regression model.

(Oke et al. 2019)

T Results

Table 5. T Results

Variable	B	Sig.	Description
Work Discipline	0,40	0,00	Significantly positive
Motivation	1	0	Significantly positive
Quality	0,079	0,04	Significantly positive
Leadership Style	0,202	0,00	Significantly positive
Job satisfaction	0,516	0,00	Significantly positive
	6	0	Significantly positive
	0,127	0,00	Significantly positive
	7	1	Significantly positive

From Table 5 we can see that:

a. The impact of work discipline on employee performance shows that the significance value is 0.000. Since this value is included in the criterion of $0.000 < 0.05$. In Mara Kesuma and Gustiherawati (2021) research, work discipline is a state that influences or motivates employees to behave

and execute tasks in alignment with established norms or regulations. It represents an individual's adherence to existing rules and procedural guidelines in the workplace. Employee work discipline encompasses training efforts aimed at enhancing and molding employee knowledge, attitudes, and behavior to foster improved work performance.

b. Effects of work motivation on employee performance. It has a significant value resulting in a significance value of 0.040. Since this value is included in the criterion of $0.040 < 0.05$, we can conclude that work motivation influences employee performance. According to the findings in the study conducted by Hajjali et al. (2022) research, work motivation serves as the catalyst that induces members of the organization to voluntarily and eagerly harness their capabilities, including expertise or skills, as well as dedicate their time to perform a variety of tasks for which they are accountable. This dedication is aimed at attaining organizational goals and objectives, fulfilling their responsibilities effectively.

c. The impact of job quality on employee performance shows that the resulting significance value is 0.000. Since this value is included in the criterion of $0.000 < 0.05$, it can be concluded that job quality does affect employee performance. In Ganesan et al. (2019) research, the impact of work quality on employee performance is multifaceted, with various interconnected factors influencing this relationship. Central to this dynamic is job satisfaction, as the quality of work directly shapes an individual's contentment and engagement.

d. The influence of leadership style on employee performance is known to have a significance value of 0.000. Since this value is included in the criterion of $0.000 < 0.05$, we can conclude that leadership style has Influence on employee performance. In Udovita (2020) research, Effective leadership significantly enhances employee performance when individuals experience empowerment and confidence in executing their tasks and making diverse decisions. In situations where a leader adopts an autocratic style, they

exclusively possess the authority to make decisions, leading to employees feeling subordinate in their roles and decision-making processes. Conversely, in a democratic leadership style, employees have a certain degree of discretionary power, contributing to improved performance compared to the autocratic style. (Yuswardi et al. 2023)

e. The effect of job satisfaction on employee performance is that the result significance value is 0.001. Since this value is included in the criterion $0.001 < 0.05$, we can conclude that job satisfaction affect on employee performance. In Pasulu et al. (2023) research, the correlation between employee performance and the satisfaction derived from fulfilling primary job responsibilities is undeniable. Enhancing staff performance becomes a challenging task in the absence of job satisfaction. This aligns with the argument that attaining employee performance becomes more straightforward when job satisfaction is initially established, impacting both individual and collective job outcomes. Therefore, if employee performance is good, employee job satisfaction will increase (Muchsinati, 2021).

f. Unstandardized Coefficients (B or Beta): In Wilkinson and Webb (2022) research, coefficients represent the change in the dependent variable for a one-unit change in the independent variable while holding other variables constant. They are in the original units of measurement of the variables involved.

F Result

This test is used to assess the model as a whole, where the GoF value is obtained from the root Comm or average communalities (Average Variance Extracted / AVE) multiplied by R² or the average R Square, with value categories ≥ 0.10 , low GoF, $\geq 0,25$ moderate GoF, and ≥ 0.36 strong Gof. In accordance with the results, the Quality index is measured by the GoF Index using the following calculation method:

Model	Sig.	Description
Regression	0,000	Significant

Based on the results above, the GoF value is 0.29 which is greater than 0.25. So according to the resulting model criteria, the GoF value is included in the moderate category.

D. Conclusion

Several hypotheses in this research shed light on the intricate relationships between various factors and employee performance. Firstly, concerning Work Discipline and Employee Performance, a study by Yuliasari (2020) unveiled a significant positive correlation between work discipline and employee performance. The obtained significance value of 0.000, meeting the criterion of $0.000 < 0.05$, affirms the substantial influence of work discipline on employee performance, providing evidence that disciplined practices positively impact shipyard workers' performance in Batam.

Secondly, the exploration of Work Quality and Employee Performance revealed a noteworthy connection between work motivation and overall employee performance, as indicated by a significance value of 0.040, falling within the criterion of $0.040 < 0.05$. These findings validate that heightened motivation contributes to a clearer understanding of career opportunities, enhancing overall performance.

Thirdly, Work Motivation on Employee Performance, explored in the context of leadership style, work quality, and career development by Rambe (2021), indicated a positive effect of work quality on employee performance. However, the significance value of 0.000, meeting the criterion of $0.000 < 0.05$, led to the conclusion that the quality of work does not significantly affect employee performance, emphasizing the positive impact of regularly conducted performance appraisals.

Fourthly, Leadership Style and Employee Performance demonstrated a significant positive influence of leadership style on employee performance, emphasizing the substantial role leadership style plays in shaping overall performance. The significance value of 0.000 reaffirms this impact, meeting the criterion of $0.000 < 0.05$.

Lastly, the investigation into Job Satisfaction and Employee Performance, as

examined by Fahmi et al. (2021), established a positive impact of job satisfaction on employee performance. The significance value of 0.053, meeting the criterion of $0.001 < 0.05$, underscores the significant effect of job satisfaction on overall employee performance. These findings collectively highlight the multifaceted dynamics influencing employee performance, providing valuable insights for organizations aiming to optimize their workforce.

E. Recommendations

Suggestions that can be given to companies are to enhance employee performance, a targeted effort to bolster work discipline, particularly in the operational department, is recommended through training programs and regular evaluations. Fostering a culture of mutual support and collaboration among employees through team-building activities and communication workshops is crucial for improving teamwork and collective effectiveness. Addressing specific challenges identified in the operational department, such as tailored training and process improvements, is essential to ensure efficient ship repair project management. Recognizing human resources as a vital asset, investing in employee development programs, and implementing regular performance assessments can contribute to skill enhancement and continuous improvement. Strategic collaboration between shipyard companies and supporting industries, coupled with continuous industry monitoring, enables organizations to adapt to industry trends and maintain a competitive edge. Initiatives to enhance employee satisfaction, including regular surveys and employee-centric policies, contribute to a positive work environment, motivating employees for sustained success in the dynamic shipbuilding industry of Batam City.

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