The Effect of Workload and Leadership Style on Work Discipline with Motivation as a Mediation Variable for Employees of UPN "Veteran" Yogyakarta

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Abstract

Effect of workload and leadership style on work discipline with motivation as a mediating variable for UPN "Veteran" Yogyakarta employees. This study aims to analyze and determine workload and leadership style on work discipline with motivation as a mediating variable for UPN "Veteran" Yogyakarta employees. Sampling in this study used saturated sampling (census), in which all members of the population were sampled, as many as 115 people. The data analysis technique in this study uses Partial Least Square (PLS). Collecting data in this study using a questionnaire and compiled with a Likert Scale. The results of this study are 1) workload has a positive and significant effect on work discipline, 2) leadership style has a positive and significant effect on work discipline, 3) workload has a positive and significant effect on work discipline through motivation as a mediating variable, 4) leadership style has an effect positively and significantly to work discipline through motivation as a mediating variable.

Keywords : *Workload, Leadership Style, Work Discipline, Work Motivation.*

Introduction

The existence of any government agency cannot be separated from the element of resources that exist within the organization. In the era of globalization, which is full of various challenges, like it or not or like it or not, government agencies must face them. Every organization or individual will be directly involved in the tough competition arena. If a large number of workers is not followed by an increase in quality, it will become a burden for government agencies. Therefore organizational development within a government agency must be accompanied by training and human resource development. One of the major organizations in the field of education is the Yogyakarta "Veteran" National Development University or abbreviated as UPNVY. UPNVY changed its status to become a State University in 2014 and has had an impact on changes in the management of UPN "Veteran" Yogyakarta as a whole. This condition requires good and comprehensive institutional arrangements so as not to cause problems and can improve the quality of UPN "Veteran" Yogyakarta. As a tertiary institution that inherits the noble aspirations of the Veterans of the Republic of Indonesia, the "Veteran" Yogyakarta National Development University (UPN) has the characteristic of defending the country in accordance with the vision of national education as stated in Law Number 20 of 2003 concerning the National Education

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System. To realize this vision, one of the efforts that must be carried out is to improve the quality of human resources through increasing employee discipline.

This is in accordance with the Regulation of the Chancellor of the National Development University "Veteran" No 017 of 2017 concerning the discipline of employee attendance, stating that in order to improve professionalism, performance effectiveness, and efficiency in carrying out employee duties within the National Development University "Veteran" it is necessary to have regulations regarding the discipline of employee attendance namely the ability of employees to comply with obligations to come, carry out tasks and go home according to the provisions of working hours. Work discipline is the key for every employee who wants to have a good career in the company. One of the factors that can make employees have low discipline is excessive workload, so leaders need to analyze what tasks are appropriate and according to the competence of their employees.

Leadership factors contribute to employee work discipline, so it is suggested that future organizational development should be more directed at leadership development. Every leader is said to be effective in his leadership if his subordinates are well-disciplined (Hasibuan, 2012). To be able to foster a sense of discipline in employees, a leader must be able to provide motivation to employees. Motivation is an aroused individual state that occurs if a motive has been associated with an appropriate reward, for example, if an action will be able to achieve the goal of the motive in question, according to Atkinson (Djamarah, 2002). So the researcher is interested in conducting research with the title Effect of workload and leadership style on work discipline with motivation as a mediating variable for UPN "Veteran" Yogyakarta employees.

That way, the formulation of the problem in this study is 1) Does workload have a positive effect on the work discipline of employees at UPN "Veteran" Yogyakarta? 2) Does leadership style have a positive effect on work discipline among employees at UPN "Veteran" Yogyakarta? 3) Does workload have a positive effect on work discipline with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta? And 4) Does leadership style have a positive effect on work discipline with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta?

The aims of this study were 1) to know and analyze the effect of workload on work discipline on employees at UPN "Veteran" Yogyakarta, 2) to know and analyze the effect of leadership style on work discipline on employees at UPN "Veteran" Yogyakarta, 3) to know and analyze the influence of workload on work discipline with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta, and 4) Knowing and analyzing the influence of leadership style on work discipline with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta.

Literature Review

Workload

The workload is one aspect that must be considered by every organization because the workload is one of the factors that affect employee performance. According to Health Law No. 36 of 2009, the workload is the amount of work that must be carried by a position/organizational unit and is the product of the number of jobs and time. According to Hart and Staveland (Tarwaka, 2011: 106), that workload is something

that arises from the interaction between the demands of the tasks of the work environment where it is used as a workplace, skills, and perceptions of workers. The workload is sometimes defined operationally on factors such as the demands of the task or the effort put into doing the job.

Leadership Style

According to Thoha (2013: 49), that Leadership Style is a behavioral norm that is used by someone when that person tries to influence the behavior of others as he sees it. A leadership style that shows, directly or indirectly, a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Work Discipline

According to Rivai & Sagala (2013: 825), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and to increase awareness as well as one's willingness to obey all rules and social norms that apply in a company. In line with Rivai & Sagala, for Sintaasih & Wiratama (2013: 129), work discipline is an act of management to encourage awareness and willingness of its members to comply with all regulations that have been determined by the organization or company and social norms that apply voluntarily.

Performance

Mangkunegara (2011) suggests that 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. Because organizations are basically run by humans, actual performance is human behavior within the organization that meets predetermined standards of behavior to achieve the desired results. Maximum employee performance can be obtained if employees are satisfied both financially and non-financially and are comfortable with their work environment.

Hypothesis

the formulation of the hypothesis based on previous theory and research, which was proposed in this study, includes:

H1. Workload has a positive effect on work discipline for employees at UPN "Veteran" Yogyakarta.

H2. Leadership style has a positive effect on work discipline for employees at UPN "Veteran" Yogyakarta.

H3. Workload has a positive effect on work discipline, with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta.

H4. Leadership style has a positive effect on work discipline, with motivation as a mediating variable for employees at UPN "Veteran" Yogyakarta.

Methods

Sampling and Procedures

This research was conducted at the Yogyakarta "Veteran" National Development University, the data obtained in this study were taken using a questionnaire distributed to employees who work at the Yogyakarta "Veteran" National Development University with a total of 115 respondents. Respondents were asked to fill out statements that had been made with a Likert scale from 1 (strongly disagree) to 5 (strongly agree). In this study, the analysis technique used is SmartPLS 3.2.7.

Measures

Workload (X1)

Workload, according to Tarwaka (2011:106), defines workload as follows Workload is something that arises from the interaction between the demands of work environment tasks which are used as workplaces, skills, and perceptions of workers. The workload was measured using an instrument developed by Firdaus (2017), a 5-point Likert-type scale with 5 items.

Work discipline (X2)

Work motivation is needed to achieve maximum performance. Work motivation was measured using an instrument developed by Maslow, a 5-point Likert-type scale with 16 items.

Leadership Style (Z)

According to Thoha (2013: 49), that Leadership Style is a behavioral norm that is used by someone when that person tries to influence the behavior of others as he sees it. Leadership style is measured using a questionnaire developed and distributed to messages and using a Likert scale of 1-5 points with 3 items.

Performance (Y1)

Mathis and Jackson (2005:444) state that employee performance is the employee's actual achievement compared to the expected performance of the employee. Performance is measured using a questionnaire developed and distributed to SMEs and using a Likert scale of 1-5 points with 8 items.

Data Analysis

Data analysis will be carried out using a structural equation model with the help of SMART PLS 3.2.7 software. SEM-PLS (Partial Least Square) can work efficiently with small sample sizes and relatively complex structural models (many constructs and many indicators). PLS model evaluation is done by evaluating the outer model and inner model. The relationship model between constructs can be seen in Figure 1. While summary of the result of structural model evaluation (hypothesis testing) can be seen in Table 1.
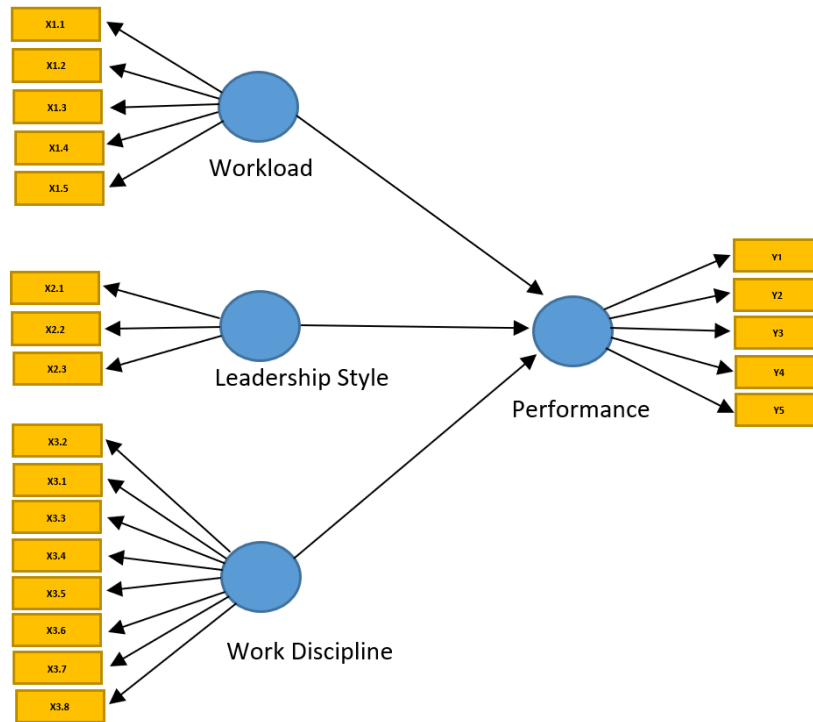
Figure 1. Inter-construct Relationship Model

Table 1. Summary of Testing Inner Model

Measurement	Criteria	Description
R Square	0,75; 0,50, 0,25	Strong, moderate and weak models (Hair et al, 2011)
Uji t (significance)	Two-sided testing at a significance level of 5% is 1.96 and one-sided testing is 1.64	$t \geq 1,96$ or $p \leq 0,05$ hypothesis supported $t < 1,96$ or $p > 0,05$ the hypothesis is supported

Source : Ghozali, 2015

Result and Discussion

Result

Based on Table 2, overall employees at UPN "Veteran" Yogyakarta have dominated women as many as 84 people aged 51-58 years with a total of 113 people, then the most recent level of education at UPN "Veteran" Yogyakarta is high school with a total of 61 people. The length of service of all employees at UPN "Veteran" Yogyakarta is with a working period of >20 years, totaling 115 people.

Then, based on Table 3, to determine the construct validity and reliability test, the magnitude of the AVE value must be > 0.50, Cronbach's alpha, and composite reliability > 0.70 (Ghozali & Latan, 2015). Based on table 2, all constructs can be

Table 2. Characteristics of UPN "Veteran" Yogyakarta Employee

Identity	Category	Frequency	Percentage
Gender	Male	84	73%
	Female	31	27%
Total		115	100%
Age	41 s/d 50 Years	2	1,7 %
	51 s/d 58 Years	113	98,3%
Total		115	100%
Last Education	High School	61	53%
	Diploma/Equivalent	1	0,9%
	S1	40	34,8%
	S2	13	11,3%
Total		115	100%
Service Period	> 20 Years	115	100%
Total		115	100%

Source: Primary data processing results, 2019

Table 3. Validity Test and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload	0.876	0.885	0.910	0.670
Work Discipline	0.922	0.929	0.937	0.651
Leadership Style	0.896	0.907	0.914	0.517
Motivation	0.939	0.948	0.949	0.679

Source: Primary data processing results, 2019

declared valid and reliable because they meet the requirements.

Then test the Inner Model, the Inner Model aims to predict the relationship between latent variables and those that are hypothesized. The inner model is evaluated by looking at the percentage of variance explained by looking at the R Square (Table 4) for each endogenous latent construct. In table 3, the results of R-Square processing using SmartPLS 3.2.7 show that the work discipline variable gives a value of 0.475 and the motivation variable gives a value of 0.224, and the values of the two variables are categorized as strong.

Apart from R-Square, Q-Square Predictive Relevance measures how well the observed values are produced by the model and also the parameter estimates. A Q-Square Predictive Relevance value greater than 0 indicates that the model has a predictive

Table 4. R-Square

	R Square	R Square Adjusted
Work Discipline	0.475	0.460
Motivation	0.224	0.210

Source: Primary data processing results, 2019

Table 5. *P-Value*

	P Values
Workload -> Work Discipline	0.003
Workload -> Motivation	0.001
Leadership Style -> Work Discipline	0.028
Leadership Style -> Motivation	0.015
Motivation -> Work Discipline	0.000

Source: Primary data processing results, 2019

relevance value, while a Q-Square Predictive Relevance less than 0 indicates that the model has less predictive relevance. The following are the results of the Q-Square in this study:

$Q^2 = 1- (1 – R1^2) (1 - R^2)$

$Q^2 = 1- (1 – 0,224^2) (1 – 0,475^2)$

$Q^2 = 1- (1 – 0,050176) (1 – 0,225625)$

$Q^2 = 0,2645$

Based on the results of calculating the Q-Square above, it can be seen that the Q-Square is 0.99. This shows that the variables of workload, leadership style, and motivation have an influence on work discipline by 26.4%, and the remaining 73.6% cannot be detected by the model in this study.

Then in Table 5, the results of the P-Value using SmartPLS 3.2.7 show that the effect of workload on work discipline is significant with a p-value of 0.003, the effect of workload on motivation is significant with a p-value of 0.001, the influence of leadership style on work discipline is stated to be significant with a p-value of 0.028, the effect of leadership style on motivation is stated to be significant with a p-value of 0.015 and the effect of motivation on work discipline is stated to be significant with a p-value of 0.000.

Hypothesis Testing

Based on table 5, the results of hypothesis testing using SmartPLS 3.2.7 can be concluded that the analysis for each hypothesis is as follows:

Table 5. Results of Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> Work Discipline	0.271	0.266	0.091	2.968	0.003
Workload -> Motivation	0.309	0.316	0.090	3.424	0.001
Leadership Style -> Work Discipline	0.208	0.226	0.094	2.198	0.028
Leadership Style -> Motivation	0.228	0.235	0.093	2.453	0.015
Motivation -> Work Discipline	0.381	0.372	0.101	3.755	0.000

Source: Primary data processing results, 2019

H1: Workload has a positive effect on Work Discipline

Based on the results of hypothesis testing, table 5 shows that with a probability of 0.05 = 5%, t-table = 1.96 is obtained. Based on data processing, it was obtained t-count (2,968) > t-table 1.96, with a regression coefficient of 0.271, so the first hypothesis is proven that workload has a positive and significant effect on the work discipline of UPN 'Veteran' Yogyakarta employees. Thus, the first hypothesis (1) is accepted.

H2: Leadership style has a positive effect on work discipline.

Based on the results of the hypothesis test in table 5, it shows that with a probability of 0.05 = 5%, t-table = 1.96 is obtained. Based on data processing, it was obtained t-count (2.198) > t-table 1.96, with a regression coefficient of 0.208, the second hypothesis proved that leadership style directly had a positive and significant effect on the work discipline of UPN 'Veteran' Yogyakarta employees. Thus, the second hypothesis (2) is accepted.

H3: Workload has a positive effect on work discipline, with motivation as a mediating variable

Based on the results of the hypothesis test in table 5, it shows that with a probability of 0.05 = 5%, t-table = 1.96 is obtained. Based on data processing, it was obtained that t-count (3,424) > t-table 1.96 with a regression coefficient of 0.309, it was concluded that workload had a positive and significant effect on motivation. Based on data processing, it was obtained t-count (3.755) > t-table (1.96) with a regression coefficient of 0.381, which means that motivation has a positive and significant effect on employee discipline. This shows that the third hypothesis is proven, the workload has a positive and significant effect on employee work discipline with motivation as a mediating variable at UPN 'Veteran' Yogyakarta. Thus, the third hypothesis (3) is accepted.

H4: Leadership style has a positive effect on work discipline, with motivation as a mediating variable

Based on the results of the hypothesis test in table 5, it shows that with a probability of 0.05 = 5%, t-table = 1.96 is obtained. Based on data processing, it was obtained t-count (2,453) > t-table 1.96 with a regression coefficient of 0.228, it was concluded that leadership style has a positive and significant effect on motivation. Based on data processing, it was obtained t-count (3.755) > t-table (1.96) with a regression coefficient of 0.381, which means that motivation has a positive and significant effect

on employee discipline. This shows that the fourth hypothesis is proven, leadership style has a positive effect on employee work discipline with motivation as a mediating variable at UPN 'Veteran' Yogyakarta. Thus, the fourth hypothesis (4) is accepted.

Discussion

a. The results of the analysis show that workload has a positive and significant effect on the work discipline of UPN "Veteran" Yogyakarta employees. If the employee's workload increases optimally, it will affect the increase in work discipline. The results of this study are the same as the research conducted by Firdaus (2017), which shows that workload has a positive and significant effect on work discipline.

b. The results of the analysis show that leadership style has a significant positive effect on the work discipline of UPN "Veteran" Yogyakarta employees. The results of this study are the same as the research conducted by Nazar (2017), which shows that leadership style has a positive and significant influence on work discipline. Permadi et al. (2018) also conducted research that showed a positive influence of leadership style on work discipline.

c. The results showed that workload had a positive and significant effect on employee work discipline with motivation as a mediating variable at UPN "Veteran" Yogyakarta. If the workload of employees increases, it will affect the motivation and work discipline of employees will increase. The results of this study are slightly different from the results of research (2016), which states that workload has a positive and significant effect on work motivation. This study also supports Susanty's research (2012) which states that motivation influences work discipline. Permadi et al. (2018) also conducted research that showed a positive effect of motivation on work discipline.

d. The results showed that leadership style had a positive effect on employee work discipline with motivation as a mediating variable at UPN "Veteran" Yogyakarta. If the leadership style increases, it will affect the motivation and work discipline of employees will experience an increase. Conversely, if the leadership style decreases, it will affect the work motivation and work discipline of employees who also experience a decrease. The results of this study are the same as those of Reni (2015), which states that leadership style has a positive and significant effect on work motivation. This study also supports Susanty's research (2012) which states that motivation influences work discipline. Permadi et al. (2018) also conducted research that showed a positive effect of motivation on work discipline.

Conclusion

Based on the results of the analysis discussed in the previous chapter, the following conclusions can be drawn:

1. The hypothesis testing was carried out to prove that there is a positive and significant effect of workload on the work discipline of UPN "Veteran" Yogyakarta employees.

2. The hypothesis testing was carried out to prove that there is a positive and significant influence of leadership style on the work discipline of UPN "Veteran" Yogyakarta employees.

3. The hypothesis testing was carried out to prove that there is a positive and significant effect of workload on employee work discipline with motivation as a mediating variable at UPN "Veteran" Yogyakarta.

4. The hypothesis testing was carried out to prove that there is a positive and significant influence of leadership style on employee work discipline with motivation as a mediating variable at UPN "Veteran" Yogyakarta.

Limitation

In describing the research findings, there are still many aspects that have not been identified as research findings, so the influence of aspects other than those that become research variables cannot be well known.

Management Implication

Based on the research findings discussed in the previous chapter and from the conclusions above, the following suggestions can be put forward:

1. It is hoped that UPN "Veteran" Yogyakarta will provide workloads to employees according to organizational standards, understand the characteristics and conditions of the organization, understand the regulations in the organization, and choose the right method of assigning workloads to employees. The workload that continues to increase will later affect motivation and increase employee work discipline in the future.

2. It is hoped that UPN "Veteran" Yogyakarta, with a leadership style, can provide motivation and improve employee work discipline in the future.

3. It is hoped that UPN "Veteran" Yogyakarta with optimal work discipline can have a positive influence on future progress.

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