

**THE IMPACT OF LEADERSHIP STYLE AND WORK MOTIVATION THROUGH
WORK DISCIPLINE AS A MEDIATING VARIABLE ON WORK EFFECTIVENESS
AT THE REGIONAL DISASTER MANAGEMENT OFFICE (KPBD)
IN INDRAGIRI HULU**

Elsa Nuari Asmita¹, Ziko Fransinatra²

¹⁾ Student in Management at Institute of Technology and Business Indragiri (ITB Indragiri)

²⁾ Lecturer in Management at Institute of Technology and Business Indragiri (ITB Indragiri)

*Corresponding Author: justnoobnewby@gmail.com¹, fransinatra@itbind.ac.id².

Abstract: This research was conducted at the Regional Disaster Management Office (KPBD) in Indragiri Hulu Regency. The problem in this study is the effectiveness of employee work in carrying out organizational goals that have not been maximized. This is evidenced by the large number of forest and land fires that occur in almost all sub-districts in Indragiri Hulu. The research was to determine the effect of leadership style and work motivation on employee work effectiveness through work motivation as a mediating variable in employees. This research applied quantitative approach method, quantitative data types, secondary data sources; Data analysis used path analysis, correlation coefficient, coefficient of determination, F test and t test by using SPSS version 21. The results of this study show that: Leadership style affects the work discipline of employees of the Regional Disaster Management Office (KPBD) in Indragiri Hulu. Work motivation affects the work discipline, Leadership style affects the work effectiveness, Work motivation affects the work effectiveness, Work discipline affects the performance, Leadership style has no effect on work effectiveness through employee discipline, and Work motivation has no effect on work effectiveness through employee discipline of the Regional Disaster Management Office (KPBD) in Indragiri Hulu.

Keywords: Leadership Style, Work Motivation, Work Discipline, Work Effectiveness

1. Introduction

The occurrence of forest and land fire catastrophes (karhutla) in Indragiri Hulu, which includes 14 sub-districts, changes annually, peaking in 2019 with a total area of 1948.2 Ha and falling to its lowest point in 2021 with a total area of 24.25 ha. The effectiveness of disaster management by the Indragiri Hulu Regency KPBD remains debatable, given that practically all sub-districts in the region have been hit by karhutla catastrophes. The Indragiri Hulu Regency KPBD must improve its disaster management efficacy as well as instill motivation and work discipline to achieve proper catastrophe control. Employee motivation and work discipline have a direct impact on the performance of their work at the Regional Disaster Management Office (KBBD). Employee attendance and punctuality at the Indragiri Hulu Regency's Regional Disaster Management Office (KPBD) can be used to assess motivation and work discipline.

Based on the explanation, the formulation of the problems are as follow:

- a) Does leadership style affect work discipline in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)?
- b) Does work motivation affect work discipline in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)?
- c) Does leadership style affect employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)?

- d) Does work discipline affect employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)?
- e) Does work discipline affect employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)?
- f) Does leadership style through work discipline affect employee work effectiveness in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)?
- g) Does work motivation through work discipline affect employee work effectiveness in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)?

The objectives of the study are:

- a) To analyse the impact of leadership style on work discipline in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?
- b) To analyse the impact of work motivation on work discipline in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?
- c) To analyse the impact of leadership style on employee work effectiveness in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?
- d) To analyse the impact of work discipline on employee work effectiveness in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?
- e) To analyse the impact of work discipline on employee work effectiveness in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?
- f) To analyse the impact of leadership style through work discipline on employee work effectiveness in employees at Indragiri Hulu Regional Disaster Management Office (KPBD)?
- g) To analyse the impact of work motivation through work discipline on employee work effectiveness in employees of Indragiri Hulu Regional Disaster Management Office (KPBD)?

2. Literature Review

Work Effectiveness

Work effectiveness is a state that indicates the level of success of management efforts in attaining goals such as quantity of work, quality of work, and timely completion of a job (Prajayanti et al., 2023:159).

Several factors that can influence effectiveness include: (Juharni dan Congge, 2021: 80)

1. Motivation
2. Leadership
3. Work environment
4. Incentives
5. Work culture
6. Communication
7. Position
8. Employee nutrition
9. Training.

The role of its constituent indicators has a significant impact on the effectiveness of employee work. They are (Juharni dan Congge, 2021: 85)

1. Loyalty.
2. Punctuality
3. Work creativity
4. Work performance

Work Discipline

Work discipline is an attitude of compliance to corporate rules and conventions that increases employee motivation to achieve company/organizational goals (Agustini, 2019: 89). Work discipline can be measured using the following indicators: (Wihara and Riati, 2018:26)

1. Following rules
2. Managing time
3. Responsibility for assignments
4. Presence level

Leadership Style

Toha defines leadership style as a behavioral norm utilized by a person to affect the conduct of others or subordinates (Setiawan and Pratama, 2019: 4). Indicators of leadership style are: (Bahri, 2016: 145)

1. Analytical ability
2. Skills
3. Courage
4. Listening ability
5. Assertiveness

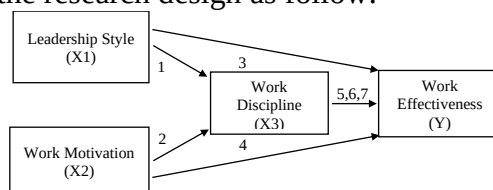
Work Motivation

Motivation is a driving force or encouragement that can elicit a sense of enthusiasm while also changing human or individual behavior toward something better for oneself (Dewi and Harjojo, 2019: 101). According to Hasibuan, the indicators of work motivation are as follows: (Christian dan Kurniawan, 2021: 115-116)

1. Physiological or physical needs
Indicated by providing decent salaries to employees, bonuses, meal allowances, transportation allowances, housing facilities and so on.
2. Security
Indicated by work safety and security facilities, including social security for workers, pension funds, health benefits, health insurance, and work safety equipment.
3. Social
Indicated by interacting with others, including establishing harmonious working relationships, the need to be accepted in a group and the need to love and be loved.
4. Appreciation
Indicated by recognition and appreciation based on ability, namely the need to be respected and appreciated by other employees and leaders for their work achievements.
5. Self-actualization
Indicated by the nature of the work that is interesting and challenging, where the employee will use his/her skills, abilities, skills, and potential.

3. Method

Based on the explanation, the research design as follow:



Picture 1
Research Framework

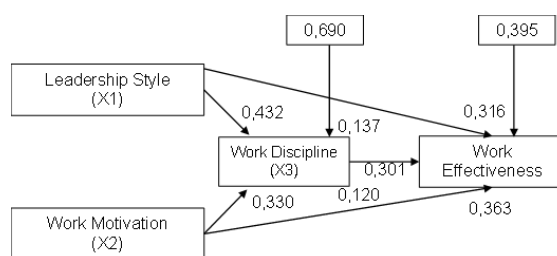
The hypotheses of the research are as follow:

- H1 : leadership style affects work discipline in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H2 : Does work motivation affects work discipline in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H3 : leadership style affects employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H4 : work discipline affects employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H5 : work discipline affects employee work effectiveness of employees at the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H6 : leadership style through work discipline affects employee work effectiveness in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)
- H7 : work motivation through work discipline affects employee work effectiveness in employees of the Indragiri Hulu Regional Disaster Management Office (KPBD)

The technique of data collection in this study is by field study. Field study is a method of data collection where researchers go directly to the field to obtain the necessary data. The data collection techniques in this study are Interview and Questionnaire. This quantitative method is applied. and analyzed by using path analysis, correlation coefficient, coefficient of determination, F test and t test by using SPSS version 21.

4. Result and Discussion

Respondent characteristics based on age 20-30 years totaled 10 people, respondent characteristics based on age 31-40 totaled 34 people, respondent characteristics based on age 41-50 totaled 19 people and respondent characteristics based on age >50 totaled 5 people
The hypothesis is tested and calculated by using SPSS 21. The result can be seen on:



Picture 2
Path Analysis

The results of the hypothesis testing show that:

1. The impact of leadership style on work discipline, where the t_{count} of leadership style is 4.200 greater than the t_{table} of 1.99714. This means that leadership style has an effect on work discipline.
2. The impact of work motivation on work discipline, where the t_{count} of work motivation is 3.212 greater than the t_{table} of 1.99714. This means that work motivation has an effect on work discipline.

3. The impact of leadership style on work effectiveness, where the t_{count} of leadership style is 3.358 greater than the t_{table} of 1.99714. This means that leadership style has an effect on work effectiveness.
4. The impact of work motivation on work effectiveness, where the t_{count} of work motivation is 4.044 greater than the t_{table} of 1.99714. This means that work motivation has an effect on work effectiveness.
5. The impact of work discipline on work effectiveness, where the t_{count} of work discipline is 2.994 greater than the t_{table} of 1.99714. This means that work discipline has an effect on work effectiveness.
6. The impact of leadership style on work effectiveness indirectly through work discipline is: $X1 \rightarrow X3 \rightarrow Y = (0.432) (0.316) = 0.137$ it means that the magnitude of the influence of leadership style on work effectiveness indirectly through work discipline is 0.137. While the direct influence of leadership style on work effectiveness is 0.316. Thus, the direct influence of leadership style on work effectiveness is greater than the indirect influence of leadership style through work discipline on work effectiveness. This means that work discipline is not able to positively and significantly mediate the influence between leadership style on work effectiveness.
7. The impact of work motivation on work effectiveness indirectly through work discipline is: $X2 \rightarrow X3 \rightarrow Y = (0.330) (0.363) = 0.120$ it means that the magnitude of the impact of work motivation on work effectiveness indirectly through work discipline is 0.120. While the direct impact of work motivation on work effectiveness is 0.363. Thus, the direct impact of work motivation on work effectiveness is greater than the indirect impact of work motivation through work discipline on work effectiveness. This means that work discipline is not able to mediate positively and significantly the impact between work motivation and work effectiveness.

5. Conclusions

It can be concluded that Leadership style affects the work discipline of employees of the Regional Disaster Management Office (KPBD) in Indragiri Hulu. Work motivation affects the work discipline, Leadership style affects the work effectiveness, Work motivation affects the work effectiveness, Work discipline affects the performance, Leadership style has no effect on work effectiveness through employee discipline, and Work motivation has no effect on work effectiveness through employee discipline of the Regional Disaster Management Office (KPBD) in Indragiri Hulu.

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