THE INFLUENCE OF LEADERSHIP AND REMUNERATION ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS A MEDIATION VARIABLE (STUDY ON SKADRON-31/SERBU SEMARANG)

Yuda Wibawa[1], Arini Novandalina[2], Marnoto[3]
Sekolah Tinggi Ilmu Ekonomi Semarang[1,2,3]
E-mail: arini.novandalina@gmail.com

Abstract: Performance is a work result achieved by a person in carrying out the tasks given to him which is based on skill, experience, seriousness and time. The purpose of this research is to determine the influence of Leadership and Remuneration on Employee Performance with Work Discipline as a Mediating Variable at Squadron-31/Serbu Semarang. The population in this study was 51 employees at Squadron-31/Serbu Semarang. So that 50 members of the population except the Commander became respondents in this research or saturated sample/Population Study. This research variable uses exogenous variables consisting of Leadership and Remuneration and 2 endogenous variables, namely work discipline as mediation and employee performance. The data collection method uses a questionnaire. Data analysis methods include descriptive statistics and quantitative analysis using SEM-PLS. Based on the results of data analysis, it is concluded that Leadership has no effect on Work Discipline, Remuneration has an effect on Work Discipline, Leadership has an effect on Employee Performance, Remuneration has an effect on Employee Performance, Work Discipline has no effect on employee performance. Suggestions that can be given to future researchers are to conduct research on other organizations with larger samples, so that the research results can be generalized. Apart from that, you can replace the independent variable because there are still other variables that can influence it based on the coefficient of determination.

Keywords: *Leadership, Remuneration, Employee Performance, Work Discipline*

Submitted: 2024-05-24; Revised: 2024-06-20; Accepted: 2024-06-22

1. Introduction

The TNI AD as an integral part of the TNI has the main task of upholding state sovereignty, defending the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, as well as protecting the entire nation and all of Indonesia's bloodshed from threats and disturbances to the integrity of the nation and country. The TNI Army Aviation Center Squadron 31 Semarang is a unit that has aviation facilities and is tasked with supporting the mobility of the TNI Army. To carry out these duties, personnel is the dominant factor on a large and small scale. In large-scale work units, personnel is seen as a very important and determining element, the performance of the

unit will be better, if it is supported by quality human resources of the people who work in it. Hasibuan Malayu S.P (2000).

The TNI Army Aviation Center Squadron 31 Semarang is one of the important forces in the defense and security of the Republic of Indonesia. This unit supports the strength of the Indonesian Army with its defense equipment, especially air power. This force plays an important role, especially in conflict areas. Considering the vulnerability and high risk to the safety of employees and their units while on duty, high employee performance is required.

The phenomenon that occurred was thought to be due to a lack of discipline among the personnel at Puspenerbad, especially Squadron 31/Assault Semarang. The undisciplined behavior that occurs is a reflection of negative employee perceptions of the control exercised by the leader's action. On the other hand, disciplinary action for employees is a reflection of positive perceptions about good leadership. This suspicion arose from a helicopter accident involving this unit. In less than one year, 2 incidents were recorded. The first incident occurred in June 2019, the MI-17 helicopter with number HA-5138 belonging to the Indonesian Army experienced lost contact on a flight mission from Oksibil Airport, Bintang Mountains Regency to Sentani Airport, Jayapura. Most recently, the MI-17 helicopter belonging to the Indonesian Army crashed in the Kendal Industrial Area area, Central Java on June 6 2020. The helicopter with number HA 5141 was carrying out a flight training mission at the Army Pilot Education Center, Semarang, Central Java, it was reported that 4 crew members died world. The DPR has asked the TNI to carry out an investigation into the helicopter crash.

Employee performance is a very important factor in the success of an organization or company. Good employee performance will increase productivity, efficiency and quality of work results. However, in practice, employee performance is often influenced by various factors, including leadership, remuneration and work discipline.

Leadership is a very important factor in achieving organizational goals. A good leader is able to motivate and direct employees to achieve common goals, so that it will improve employee performance. Meanwhile, fair and transparent remuneration can also be a motivation for employees to improve their performance. However, in practice, there are still differences in remuneration between employees who have good and bad performance. The results of research conducted by Phong Thanh Nguyen, Andri Yandi, M. Rizky Mahaputra (2021) show that leadership has an effect on employee performance, but other results were obtained by Wulan Purnamasari (2019) which showed that leadership had no effect on employee performance.

On the other hand, work discipline is also a very important factor in improving employee performance. Employees who are disciplined ini carrying out their duties will be more productive and effective ini their work to maintain national defense and security. Therefore, work discipline can be used as a mediating variable in the relationship between leadership and remuneration and employee performance.

Problems regarding performance are problems that will always be faced by organizations, therefore it is necessary to know the various factos that influence employee performance. There are many factors that can influence employee performance, namely leadership and remuneration factors.

2. Literature Review
Employee Performance

Employee performance is the level of achievement of employees achieving job requirements. In other words, performance is the level of work results achieved by a person in

carrying out work with predetermined requirements. To determine the level of employee performance, companies must carry out performance assessments, which is basically one of the key factors in developing an organization effectively and efficiently due to the existence of a work performance assessment policy or program.

Leadership

Leadership is an activity to influence the behavior of other people so that they or other people are directed to achieve certain goals (Tegar, 2019). Leadership as interpersonal influence is exercised in situations and directed through the communication process towards achieving predetermined goals. Effective leadership involves selecting the style that best suits certain situational variables which include the employee's ability to do the task, the needs that exist for him and the characteristics of the task.

Remuneration

Remuneration is a reward that is given fairly and evenly by looking at a person's work duties and responsibilities in a company organization. Remuneration is also considered as a counterperformance to the use of labor. In the context of government bureaucracy, remuneration is linked to restructuring the employee payroll system based on performance assessments with the aim of creating a good and clean government governance system.

Work Discipline

Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms (Rivai and Sagala, 2009).

Research Hypothesis

The research hypothesis, according to Karim et al. (2019) & Sugiyono (2016), is a temporary answer to the proposed research problem formulation, so the starting point for formulating a hypothesis is the problem statement and a framework for thinking. It is said temporarily because the new answers given are only based on relevant theory, not yet on empirical facts obtained through data collection (Oberhuber & Maurer, 2015). The hypothesis proposed in this study is:
H1: Leadership has a significant effect on work discipline
H2: Remuneration has a significant effect on work discipline
H3: Leadership has a significant effect on employee performance
H4: Remuneration has a significant effect on employee performance
H5: Work discipline has a significant effect on employee performance

3. Research Method

This research is quantitative research with a population of 50 employees who are members of Squadron-31/Assault Semarang. The sampling technique in this research uses saturated sampling, namely the population size is the same as the sample size. The data analysis method in this research uses structural equation modeling (SEM-PLS) analysis

Convergent Validity

Table 1. Convergent Validity Value *(outer loading)*

Item	Leadership (X1)	Remuneration (X2)	Work Discipline (Z)	Employee Performance (Y)	Information
Item X1.1	0,913				Valid
Item X1.2	0,930				Valid
Item X1.3	0,951				Valid
Item X1.4	0,945				Valid
Item X1.5	0.925				Valid
Item X1.6	0,925				Valid
Item X2.1		0,909			Valid
Item X2.2		0,893			Valid
Item X2.3		0,903			Valid
Item X2.4		0,917			Valid
Item X2.5		0,871			Valid
Item X2.6		0,840			Valid
Item X2.7		0,858			Valid
Item X2.8		0,822			Valid
Item Z1			0,851		Valid
Item Z2			0,908		Valid
Item Z3			0,878		Valid
Item Z4			0,850		Valid
Item Z5			0,884		Valid
Item Z6			0,865		Valid
Item Z7			0,913		Valid
Item Z8			0,883		Valid
Item Y1				0,899	Valid
Item Y2				0,900	Valid
Item Y3				0,934	Valid
ItemY4				0,915	Valid
Item Y5				0,920	Valid
ItemY6				0,908	Valid
Item Y7				0,897	Valid
ItemY8				0,874	Valid
Item Y9				0,841	Valid
Item Y10				0,885	Valid

Table 1 shows that the results of the loading factors for each latent variable of leadership, remuneration, work discipline and employee performance have a value of more than 0.7. The value of convergent validity can be used in research because it shows a value that has good validity.

Discriminant Validity

Table 2. Discriminant Validity Value *(cross loading)*

Item	Leadership (X1)	Remuneration (X2)	Work Discipline (Z)	Employe Performance (Y)
Item X1.1	**0,913**	0,387	0,638	0,460
Item X1.2	**0,930**	0,422	0,533	0,513
Item X1.3	**0,951**	0,413	0,635	0,490
Item X1.4	**0,945**	0,391	0,704	0,488
Item X1.5	**0.925**	0,356	0,544	0,476
Item X1.6	**0,925**	0,330	0,559	0,384
Item X2.1	0,476	**0,909**	0,526	0,687
Item X2.2	0,314	**0,893**	0,461	0,658
Item X2.3	0,436	**0,903**	0,570	0,622
Item X2.4	0,475	**0,917**	0,624	0,641
Item X2.5	0,295	**0,871**	0,519	0,624
Item X2.6	0,242	**0,840**	0,440	0,609
Item X2.7	0,358	**0,858**	0,583	0,475
Item X2.8	0,263	**0,822**	0,462	0,532
Item Z1	0,374	0,693	**0,851**	0,466
Item Z2	0,555	0,599	**0,908**	0,553
Item Z3	0,505	0,621	**0,878**	0,499
Item Z4	0,335	0,477	**0,850**	0,423
Item Z5	0,369	0,581	**0,884**	0,452
Item Z6	0,557	0,554	**0,865**	0,479
Item Z7	0,450	0,685	**0,913**	0,525
Item Z8	0,370	0,638	**0,883**	0,440
Item Y1	0,677	0,527	0,546	**0,899**
Item Y2	0,633	0,468	0,409	**0,900**
Item Y3	0,620	0,599	0,616	**0,934**
Item Y4	0,612	0,614	0,626	**0,915**
Item Y5	0,618	0,590	0,524	**0,920**
Item Y6	0,556	0,564	0,482	**0,908**
Item Y7	0,444	0,570	0,401	**0,897**
Item Y8	0,509	0,493	0,434	**0,874**
Item Y9	0,555	0,478	0,432	**0,841**
Item Y10	0,583	0,442	0,395	**0,885**

From table 2 it can be seen that the correlation of each indicator with each latent variable is higher than the correlation of the other variables. So, it can be concluded that the variables in the research have high discriminant validity. Discriminant Validity can also be determined through the results of the Average Variant Extracted (AVE) value. If the construct AVE value is > 0.5 then the variable can be said to have good discriminant validity (Supriyanto and Maharani, 2013). The following is a table of AVE values.

Table 3. Mark *Average Variance Extracted*

Items	AVE	KET
Leadership (X1)	0,868	Valid
Remuneration (X2)	0,770	Valid

| Performance (Y) | 0,806 | Valid |
| Work Discipline (Z) | 0,773 | Valid |

Table 3 shows that the AVE value for each item or variable has a correlation level of > 0.5, which indicates that the construct is valid and can be used for further testing.

Composite Reliability

Table 4. *Mark Composite Reliability*

Item	Croanbach's Alpha	Composite Relaibility	AVE	Information
X1	0,970	0,973	0,868	Reliabel
X2	0,957	0,960	0,770	Reliabel
Y	0,973	0,976	0,806	Reliabel
Z	0,958	0,961	0,773	Reliabel

From Table 4, it can be seen that the Cronbach's Alpha value for all variables is > 0.6, so it can be stated that the research instrument is suitable for use because it has a high level of accuracy and consistency. This can also be seen from the Composite Reliability value of all variables >0.8, which indicates that the research model has good reliability. So it can be concluded that all research variables have good reliability.

4. Results and Discussion
R-Square

Table 5. Mark *R-Square*

Item	R-Square	Information
Y	0,556	Moderate

From Table 5 above it can be seen that the employee performance variable has a value of 0.556 or 55.6% which is included in the moderate category. These results state that 55.6% of employee performance variables are influenced by leadership and remuneration. Meanwhile, 44.4% was influenced by other variables outside the research.

Path Coeffecient

Figure 1. Hypothesis Model Results
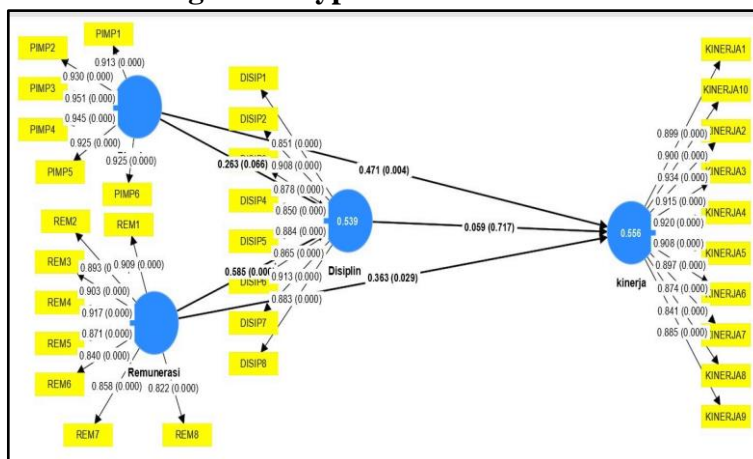
Table 6. Path Coefficient value

Item	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (|OSTDEV|)	P-Values
X1->Z	0,263	0,271	0,143	1,839	0,066
X2->Z	0,585	0,572	0,128	4,583	0,000
X1 -> Y	0,471	0,447	0,165	2,860	0,004
X2->Y	0,363	0,384	0,166	2,181	0,029
Z->Y	0,059	0,071	0,163	0,363	0,717

Table 6 shows the results of hypothesis testing of direct effects. The structural equation for the direct and indirect causal relationship model from exogenous constructs (X1, X2) to endogenous constructs (Y2) which is mediated by (Y1) is:

$$Y_1 = 0,471 + 0,447X_1 + 0,165X_2 + 2,860$$
$$Y_2 = 0,363 + 0,384X_1 + 0,166X_2 + 0.163Y_1 + 2,181$$

From these results, it can be explained as follows:

The influence of leadership on work discipline can be seen from the p value of 0.066 > 0.05, which shows that leadership has no effect on work discipline. This can also be seen from the t statistic value of 1.839 < 2.011. The influence of remuneration on work discipline can be seen from the p value of 0.000 < 0.05 which shows that remuneration has an effect on work discipline. This can also be seen from the t statistic value of 4.5833> 2.011. The influence of leadership on employee performance can be seen from the p value of 0.004<0.05 which shows that leadership has an effect on employee performance. This can also be seen from the t statistic value of 2.860>2.011. The influence of remuneration on employee performance can be seen from the p value of 0.029<0.05 which shows that remuneration has an effect on employee performance. This can also be seen from the t statistic value of 2.181>2.011. The influence of Work Discipline on Employee Performance can be seen from the p value of 0.717>0.05 which shows that Work Discipline has no effect on employee performance. This can also be seen from the t statistic value of 0.363>2.011

5. Conclusion

Based on the results of the analysis carried out on Semarang Squadron-31/ Serbu Semarang, regarding the influence of Leadership and Remuneration on Employee Performance with Work Discipline as e mediating variable, the following conclusions can be drawn.

1. Leadership has no effect on Work Discipline at Squadron-31/Assault Puspenerbad Semarang
2. Remuneration has a significant positive effect on Work Discipline at Squadron-31/Serbu Puspenerbad Semarang
3. Leadership has a significant positive effect on employee performance at Squadron-31/Serbu Puspenerbad Semarang.
4. Remuneration has a significant positive effect on employee performance at Squadron-31/Serbu Puspenerbad Semarang.
5. Work discipline has no effect on employee performance at Squadron-31/Assault Puspenerbad Semarang

Leaders are considered to need to give employees a little freedom to carry out tasks in their own way, this also gives more responsibility to each individual. Remuneration for performance allowances is one of the factors that can encourage employees to provide good performance and make employees disciplined in carrying out their duties. For this reason, hopefully in the future remuneration can be increased to 100% for the TNI environment.

References

Ghozali, I.(2011). *Analisis Multivariate Program IBM SPSS 19.* Semarang: Badan Penerbit Universitas Diponegoro.

Hasibuan,Malayu S.P.(2000). *Manajemen Sumber Daya Manusia*-Cetakan Kesembilan Belas.Jakarta: Bumi Aksara.

Hasyim, M. A. N., Maje, G. I. L., &Priyadi, S. A. P. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai PT. Kahatex. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, *3*(2), 58-69.

Potu,Aurelia.(2013). Kepemimpinan, Motivasi, dan Lingkungan Kerja Pengaruhnya Terhadap Kinerja Pegawai pada Kanwil Ditjen Kekayaan Negara Sulut tenggo dan Maluku Utara di Manado. *Jurnal EMBA* Vol.1 No.4,Hal.1208-1218.

Pratama, R. (2020). Pengaruh Disiplin Kerja, Kompensasi Dan Motivasi Terhadap Kinerja Pegawai Pada Kantor Dinas Pendidikan Kabupaten Pesisir Selatan. *Jurnal Education And Development*, *8*(2),312-312.

Putra, P. P. A. A., & Sari, F. P. (2017). The Influence Of Working Environment Towards Employees' Performance Of Back Office Employees In PerumDamri Bandung. *eProceedings of Management*, 4(2).

Riyanto, S., Sutrisno, A., & Ali, H. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing,* 7(3).

Sarry, D. I. P. (2021). *Pengaruh Penerapan Face Print Dan Kepemimpinan Terhadap Disiplin Kerja Dengan Motivasi Sebagai Variabel Intervening (Studi Pada PNS Dinas Pekerjaan Umum Dan Penataan Ruang KabupatenKebumen)* (Doctoral dissertation, Universitas Putra Bangsa).

Sugiyono .(2013).*Metode Penelitian Manajemen*. Bandung:Alfabeta.

Tegar,N.(2019).*Manajemen SDM dan Pegawai Strategi Pengelolaan SDM dan Pegawai dengan pendekatan Teoritis dan Praktis*. Yogyakarta: QUADRANT