

## The Challenges Of SMEs In Improving Team Work Discipline Affected By Motivation And Leadership In SMES In Malang Raya

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### Abstract

The situation after the COVID-19 pandemic is now challenging Indonesian MSMEs, especially in Malang Raya, to maintain the existence of the economy. Team discipline determines the success or failure of an MSME. Teamwork requires the following laws. In addition, exemplary leadership must be given as a leader. In SMEs, motivation is the encouragement that makes someone want to work to meet their needs/desires. More specifically, leaders need role models to inspire their teams. The research aims to fill in the gaps of previous studies by conducting a comprehensive study of the discipline of teamwork in MSME actors in Malang Raya which is influenced by the owner's leadership and motivation. The researchers studied conducted this research because the discipline of the UMKM team would increase the growth of UMKM. This research contributes to three things, the first is to provide insight regarding the performance team of MSME actors. Both provide valuable information for the government to increase MSME participation. The third raises the leadership mindset of Malang Raya UMKM owners. Quantitative research with explanatory research. X1 Leadership and X2 Motivation affect the dependent variable Y Work Discipline of UMKM entrepreneurs in Malang Raya. MSME actors in Malang Raya, especially restaurants that already have branches, 22 MSME owners took a census/overall sample. The indication of each variable was adapted from relevant previous research. Data collection uses a questionnaire issued by MSME owners. Data analysis used SPSS for Windows 15. The results showed that partially motivation (X1) had an effect on employee discipline. (2) Leadership (X2) has a significant effect on discipline employees. (3) Motivation (X1) and Leadership (X2) affect work discipline simultaneously. (4) Research shows that leadership has a significant effect on employee discipline.

**Keywords:** *Work discipline, Motivation, Leadership and SMEs*

### I. INTRODUCTION

The current post-pandemic situation of COVID-19 presents a challenge for business actors as well as a challenge for the state to maintain the existence of the economy (Dong et al., 2020; Jena, 2020; Kaushik, 2020; Rita Amelinda, 2020). Since Covid-19 was declared a pandemic, many sectors of the domestic and global economy have been affected. The impact of the pandemic has been most felt in the micro, small and medium enterprise (MSMEs) sector (Setyawati et al., 2022). An MSME will gain success or even failure largely determined by a disciplined team. Cahya et al., (2021); and Caissar et al., (2022) state that there are people within MSME organizations who are committed to upholding the highest standards of discipline in all aspects of their work, this emphasizes the importance of having discipline in certain organizations in very important positions. Work discipline is something that must be instilled in each team (Alfian & Afrial, 2020; Hustia, 2020; Sipahelut et al., 2021). Team awareness is

required by complying with applicable regulations. Regulations are really needed to provide guidance and counseling for the team in creating good order in MSME organizations (Alfian & Afrial, 2020; Hustia, 2020). In addition, MSMEs themselves must make sure that the regulations are clear, easy to understand and apply to all employees.

In line with the statement above, Niati et al., (2021) argues that discipline is the trait of a team that consciously obeys certain organizational rules and regulations. Discipline greatly affects the sustainability of MSMEs significantly, because discipline is a form of training for the team in implementing rules to meet targets. The more discipline, the higher the work productivity of the MSME team. Kusumasari, (2022); Yantika et al., (2018) also stated that the work discipline of the MSME team is an attitude, behavior that is carried out voluntarily and with full awareness and conditions to follow established regulations both written and unwritten. In line with this Arif et al., (2020); and Salim & Ernanda, (2023) convey management actions to encourage the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a will in the team to lead to cooperation and sustainable MSME better. Thus the application of discipline greatly affects the success of MSMEs. From some of these statements it can be concluded that the loss of discipline will affect the sustainability of MSMEs and the effectiveness of MSME productivity.

Besides that, there needs to be an exemplary example from a leader, because leaders are role models for their subordinates. Leaders must be able to move and direct the team because leaders are responsible for the success and failure of employees. Hughes et al., (2018) stated that an exemplary leader would be useful in educating the team to comply with existing rules, procedures and policies, so as to produce good MSME sustainability. Leadership is essentially a science and an art, namely a person's ability to be able to influence a person/group of people to achieve a goal (Cortellazzo et al., 2019; Daniëls et al., 2019; Gumus et al., 2018; Hallinger, 2018). Furthermore Van Wart et al., (2019) stated that everyone is essentially a leader, but one person's power in influencing others in achieving goals between one person and another is not the same. So this is what distinguishes who is actually a leader and who is not or is not a leader. From the explanation above it is clear the signs that a leader in his leadership must also be accompanied by responsibility and be able to build or encourage or motivate his subordinates to work well.

In the world of SMEs, motivation is often interpreted as an impulse that causes someone to want to work to realize their needs/desires. The word motivation itself comes from the word motivation which can be interpreted as the encouragement that exists in a person to behave in a diligent effort to achieve a certain goal that is profitable (By, 2021; Crosby & Bryson, 2018). If the leader motivates a person/group of people so that they have good work motivation, it means that the leader tries to create certain needs in them, so that their behavior is directed towards the desired goal. When a leader motivates his team so that they have good work motivation, it means that the leader is trying to create certain needs in his employees, so that their behavior is directed towards the goals desired by the leadership and by the company. If the leader already knows about the factors

## **II. LITERATURE REVIEW**

### **SMEs**

The definition of MSMEs in Indonesia is contained in the Law of the Republic of Indonesia No. 20 of 2008 concerning MSMEs. According to Article 1 of the Law, what is meant by microeconomic activities are productive activities carried out by foreigners and/or foreign organizations that meet the criteria for microeconomic activities as specified in the Law. Small business is defined as a small business that operates on its own internal economy principles and is run by independent contractors or subcontractors. Not a business entity established by adults

or a large business entity that has met the criteria for a small business as specified in the relevant law. Conversely, microeconomics is an economic activity that is carried out independently by persons or organizations that are not part of the company itself, such as employees or business partners, and which meet the criteria for microeconomic activities as specified in the law concerned. In the law mentioned above, the criteria used to define MSMEs as referred to in the Article are net worth or asset value which does not include land and buildings for business premises, as well as their results. year-end negotiations. With the following criteria:

- a) Microbusiness is a business unit that has assets of a maximum of IDR 50 million excluding land and buildings with a maximum annual sales revenue of IDR 300 million.
- b) Small business with an asset value of more than Rp. 50 million up to a maximum of Rp. 500 million excluding land and buildings where the business has annual sales of more than Rp. 300 million up to a maximum of Rp. 2,500,000, and c) Medium business is a company with a net worth of more than IDR 500 million up to a maximum of IDR 100 billion with annual sales of more than IDR 2.5 billion up to a maximum of IDR 50 billion.

In general, the goal or target to be achieved is the realization of tough and independent Micro, Small and Medium Enterprises (MSMEs) that have high competitiveness and play a major role in the production and distribution of basic and basic needs, as well as capital for free competition. MSMEs are independent production units run by individuals or business entities in all sectors. In principle, the differences between micro, small, medium and large enterprises (UMI, UK, UM and UB) are based on the value of the initial assets (excluding land and buildings), annual turnover or permanent employment. However, the definition of MSMEs varies from country to country. It is difficult to compare the interests of SMEs across countries. Small and Medium Enterprises (SMEs) is a term that refers to the types of small businesses that have a net worth of at most Rp. 200 million without land and buildings where the business is located or a stand-alone business. According to the Decree of the President of the Republic of Indonesia no. 99 1998, "Small expanded people's economic activities with expanded business fields.

### **Motivation**

Meanwhile, according to Jufrizen, (2018); Saleh & Utomo, (2018); Susanto, (2019) motivation questions how to encourage subordinates' work enthusiasm, so they want to work hard by giving all their abilities and skills to realize company goals. Meanwhile, according to Adha et al., (2019); and Sulastris, (2007) motivation as a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. Furthermore, according to Aldi & Susanti, (2019); Jufrizen & Sitorus, (2021) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Diana et al., (2020) also explained that motivation is a change in energy within a person which is marked by the appearance of feeling and is preceded by a response to a goal. Based on several expert opinions regarding the notion of motivation, it can be concluded that motivation is the overall driving force within employees/employees that generates, ensures continuity, and provides direction in work. So that the expected goals can be achieved properly and optimally.

### **Leadership**

Hughes et al., (2018) defines leadership as the process of organizing and influencing group activities. Leadership is a way for a leader to influence the behavior of subordinates, so they want to cooperate and work productively to achieve organizational goals. Meanwhile Cortellazzo et al., (2019); and Daniëls et al., (2019) explained that leadership is a branch of government, especially state administration. Leadership has a relationship between humans, namely the relationship of influence from the leader and the obedience-obedience relationship of followers because it is influenced by the authority of the leader (Crosby & Bryson, 2018; Gumus et al., 2018; Hallinger, 2018; Van Wart et al., 2019) . Followers are affected by the power of their leaders, a spontaneous sense of obedience to the leader arises. Furthermore, By,

(2021) defines leadership as a person's ability to motivate, inspire, and influence others. Leithwood et al., (2020) also argues that leadership is any action taken by a person or group to coordinate and provide direction to others in a certain way to achieve a predetermined goal. From the above statement it can be concluded that leadership is the ability to influence a person or group to achieve the desired goals.

### **Work Discipline**

According to Farisi, (2021) the owner uses discipline to communicate with employees so that they are ready to change behavior and increase their knowledge and willingness to follow all company and social rules. Caissar et al., (2022) defines discipline as knowledge and willingness to follow all laws and social norms. Consciousness is a person who follows all the rules and understands his responsibility. Willingness is a person's attitude, behavior, and actions in accordance with regulations, whether written or not (Alfian & Afrial, 2020; Cahya et al., 2021; Hustia, 2020; Sipahelut et al., 2021). Meanwhile, Kusumasari, (2022) work discipline is a mental attitude that is reflected in the level of action or behavior in the form of obedience and adherence to the rules and regulations set either by the government or the ethics, norms and rules that apply in the environment or organization. Arif et al., (2020) defines discipline as a person's willingness and ability to follow all local regulations. Based on the description above, it can be concluded that discipline is a form of employee action and contribution to business place policies and social norms. Workplace discipline is a positive attitude towards rules and discipline in MSME actors.

## **III. RESEARCH METHODS**

Jenis penelitian ini adalah penelitian kuantitatif dengan metode penelitian explanatory research. Dengan mengukur pengaruh hubungan antar variabel X terhadap Y, Adapun variabel bebas X1 Kepemimpinan dan X2 Motivasi untuk mempengaruhi variabel terikat Y Disiplin Kerja pada pelaku usaha UMKM se Malang Raya. Dalam penelitian ini yang menjadi populasi adalah pelaku UMKM di Malang Raya khusus Restorant yang sudah memiliki cabang, berjumlah 22 pemelik UMKM. Mengingat jumlah populasi yang sedikit, maka pengambilan sampel dilakukan secara sensus / keseluruhan. Adapun indicator setiap variabel dalam penelitian ini diadaptasi dari berbagai penelitian terdahulu yang relevan, sebagai berikut X1 Motivasi kerja : (a) kebutuhan fisik (b) kebutuhan rasa aman (c) kebutuhan sosial (d) kebutuhan akan harga diri (e) kebutuhan aktualisasi diri. X2 Kepemimpinan : (a) Kecerdasan (b) kedewasaan (c) motivasi diri dorongan berprestasi (d) sikap hubungan manusiawi. Sedangkan variabel Y Disiplin kerja : (a) besar kecilnya pemberian kompensasi (b) ada tidaknya ketelaadanan pimpinan (c) ada tidaknya aturan pasti (d) keberanian pimpinan (e) ada tidaknya pengawasan pimpinan (f) ada tidaknya perhatian. Pengumpulan data yang digunakan dalam penelitian ini melalui angket kuesioner lembar instrument pertanyaan dari uraian indicator yang diajukan kepada setiap pemilik UMKM. Teknik analisis data dalam penelitian ini menggunakan statistic deskriptif menggunakan program *Statistical Product Service Solution (SPSS)* for Windows versi 15.

## **IV. RESULTS AND DISCUSSION**

### **Results**

Respondents in this study were business actors who were included in micro-enterprises in Malang Raya using research respondents with the following profile criteria of respondents (1) Micro-entrepreneurs domiciled / run their business in Malang Raya. (2) Running a business for more than one year (minimum starting in January 2021) (3) The composition of micro business respondents is 80% engaged in the food business and 10% in accessories. The remaining 10% mix. (4) The minimum age of the respondent is 20 years. From the research data, there were 22 respondents, it was found that 15 male respondents (68%) and 7 female

respondents (32%). So it can be concluded that the perpetrators of UKM Malang Raya according to the criteria are mostly men. While the criteria for the age of the respondents were between the ages of 21-30 years totaling 7 people (32%), ages 30-40 years totaling 10 people (45%), and ages 41-50 years totaling 5 people (23%). So it can be concluded that most of the employees of the Sumbermanjing Kulon Industry and Trade UPPD of Malang Regency are mostly aged between 30-40 years. High school education level totaled 10 people (45%), undergraduate numbered 11 people (50%), and postgraduate numbered 1 person (5%). So it can be concluded that the perpetrators of UKM Malang Raya most of their educational levels are undergraduates.

#### Research Instrument Test Results

**Table 1**

No	Question Items	Correlation coefficient	R table	Prob	Information
1	X1.1	0,625	0,423	0,002	Valid
2	X1.2	0,916	0,423	0,000	Valid
3	X1.3	0,711	0,423	0,000	Valid
4	X1.4	0,652	0,423	0,000	Valid
5	X1.5	0,671	0,423	0,001	Valid
6	X2.1	0,655	0,423	0,001	Valid
7	X2.2	0,650	0,423	0,000	Valid
8	X2.3	0,752	0,423	0,000	Valid
9	X2.4	0,503	0,423	0,017	Valid
10	Y1	0,804	0,423	0,000	Valid
11	Y2	0,824	0,423	0,000	Valid
12	Y3	0,734	0,423	0,000	Valid
13	Y4	0,853	0,423	0,000	Valid
14	Y5	0,687	0,423	0,000	Valid
15	Y6	0,758	0,423	0,000	Valid

Source: Processed primary data, 2023

The table shows that the question items have a correlation value that is greater than r table (greater than 0.423) so that the questions posed are declared valid and worthy of analysis. Meanwhile, the reliability test results presented in the table below show that each value of the reliability coefficient is greater than 0.6 so that the instrument used is declared reliable.

Sumber : Data primer yang diolah, 2023

**Table 2**

Variable	Cronbach's Alpha	Information
X <sub>1</sub>	0,760	reliabel
X <sub>2</sub>	0,635	reliabel
Y	0,857	reliabel

Source: Processed primary data, 2023

**Regression Method****Table of Recapitulation of Multiple Regression Analysis Results****Table 3**

Variabel	Keterangan	Regression Coefficient	t <sub>hitung</sub>	Sig.
X <sub>1</sub>	Motivation	0,529	3,035	0,007
X <sub>2</sub>	Leadership	0,709	3,119	0,006
Constant				-1,140
R				0,808
R <sup>2</sup>				0,653
Adjusted R Square				0,616
Fcount				17,872
Sig. F				0,000
n				22
Dependent variable = work discipline (Y)				

Source: Processed primary data, 2023

The results of the multiple regression calculations can be seen in the following formulation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = -1.140 + 0.529X_1 + 0.709X_2 + e$$

Based on the results of these equations, it can be explained as follows:

a = -1.140 states that if there is no change in the variables of motivation (X<sub>1</sub>) and leadership (X<sub>2</sub>) then work discipline (Y) decreases by -1.140.

b<sub>1</sub> = The regression coefficient of the motivation variable (X<sub>1</sub>) is 0.529, indicating the magnitude of the influence of motivation (X<sub>1</sub>) on employee work discipline (Y), the coefficient is positive indicating motivation (X<sub>1</sub>) has a direct effect on employee discipline (Y), which means that every increase of 1 motivation variable unit (X<sub>1</sub>) will cause an increase in employee work discipline (Y) of 0.529.

**Table 4****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 <sup>a</sup>	.653	.616	.38331

a. Predictors: (Constant), Kepemimpinan, Motivasi

Simple correlation coefficient (R) of 0.808; shows that together there is a fairly positive and unidirectional relationship between the variables of motivation (X<sub>1</sub>), leadership (X<sub>2</sub>) and employee work discipline (Y) of 80.8%. This relationship can be categorized as very strong, as it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (both with positive or negative numbers). From the results of the regression analysis, the coefficient of determination R Square is 0.653. The magnitude of the influence of the independent variable on the dependent variable is 65.3% while the remaining 34.7% is another factor not examined. The coefficient of determination shows the strong influence of the independent variable on the dependent variable.

## Hypothesis testing

**Table 5**

Variable	t <sub>count</sub>	t <sub>table</sub>	Sig.	Information
X <sub>1</sub>	3,035	2,093	0,007	Signifikan
X <sub>2</sub>	3,119	2,093	0,006	Signifikan

Source: Processed primary data, 2023

The results of the regression analysis obtained the value of tcount = 3.035 while the value of ttable = 2.093 so that tcount > ttable or a significance value of 0.007 < 0.05 so Ho was rejected and Ha was accepted, and it was proven that variable X1 (motivation) had a significant effect on employee discipline. The results of the regression analysis obtained the value of tcount = 3.119 while the value of ttable = 2.093 so that tcount > ttable or a significance value of 0.006 < 0.05 so Ho was rejected and Ha was accepted, and it was proven that variable X2 (leadership) had a significant effect on work discipline.

**Table 6**

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.252	2	2.626	17.872	.000 <sup>a</sup>
	Residual	2.792	19	.147		
	Total	8.044	21			

a. Predictors: (Constant), Kepemimpinan, Motivasi

b. Dependent Variable: Disiplin Kerja

From the calculation results, it is obtained that the value of Fcount is 17.872 while Ftable at = 5%, df1 = 2, and df2 = 19 is 3.52; this means Fcount > Ftable (17.872 > 3.52) while the probability value is less than = 0.05 (0.000 < 0.05), then Ho is rejected and Ha is accepted which also means that the independent variable consisting of motivation (X1), leadership (X2) simultaneously or jointly has a significant effect on employee work discipline (Y).

## Discussion

The results of the regression analysis obtained the value of tcount = 3.035 while ttable = 2.093 so that tcount > ttable or a significance of 0.007 < 0.05. Ho is rejected and Ha is accepted, and variable X1 (motivation) has a significant effect on employee discipline. According to Salim & Ernanda, (2023) motivation is a process that influences the organization/company, direction, and duration of individual efforts to achieve a goal. Furthermore, motivation is also defined as a set of attitudes and values that influence individuals to achieve specific things according to individual goals (Abu Hassan Asaari et al., 2019; Breugh et al., 2018; Luthans & Stajkovic, 1998). Meanwhile Candradewi & Dewi, (2019) motivation is a change in energy that manifests as feeling and is accompanied by a sense of purpose. Eliyana et al., (2020) explains a hierarchy of needs: (1) Physiological Needs (physical and biological needs) Survival needs. This includes food, water, shelter, air, and more. The desire to fulfill this need stimulates a person to behave or work hard. Safety and security requirements (safety and security needs): feel safe from accidents and safety in carrying out work. Needs for Affiliation/Acceptance (social needs). Social needs, friends, affiliation, interaction, being loved, loved, accepted in the association of working groups and the surrounding community. Normal people don't want to live in a small place. He always needed group life. Pride (need for esteem or prestige) Needs include self-esteem and respect from colleagues and society. The prestige ideal comes from achievement, but not always. However, the leadership must also pay attention that the higher the social position or organizational position of a person, the higher the prestige. Many things that show prestige and rank. Self-actualization (self-actualization). The need for actualization using optimal abilities, skills, and potential to achieve very satisfying/extraordinary work

performance. This need fulfills a person's full potential. A person's desire to meet their needs can vary. Education and training can help company leaders make ends meet.

Hughes et al., (2018) defines leadership as the process of organizing and influencing group activities. Leadership is a way for a leader to influence the behavior of subordinates, so they want to cooperate and work productively to achieve organizational goals. Meanwhile Cortellazzo et al., (2019); and Daniëls et al., (2019) explained that leadership is a branch of government, especially state administration. Leadership has a relationship between humans, namely the relationship of influence from the leader and the obedience-obedience relationship of followers because it is influenced by the authority of the leader (Crosby & Bryson, 2018; Gumus et al., 2018; Hallinger, 2018; Van Wart et al., 2019). Followers are affected by the power of their leaders, a spontaneous sense of obedience to the leader arises. Furthermore, By, (2021) defines leadership as a person's ability to motivate, inspire, and influence others. Leithwood et al., (2020) also argues that leadership is any action taken by a person or group to coordinate and provide direction to others in a certain way to achieve a predetermined goal. From the above statement it can be concluded that leadership is the ability to influence a person or group to achieve the desired goals.

Continuing the 3rd hypothesis from the research results obtained  $F_{count} = 17.872$  and  $F_{table} = 3.52$ , then  $F_{count} > F_{table}$  and the probability of 0.000 is less than 0.05. all independent variables affect discipline employees. The results of the research above show that motivation and leadership affect work discipline simultaneously. This is in accordance with the findings of Alfian & Afrial, (2020); Hustia, (2020); Leithwood et al., (2020); Niati et al., (2021); Oberer & Erkollar, (2018) that motivation, leadership, and employee performance are interrelated.

Hypothesis 4 is seen from the magnitude of the regression coefficient, the independent variable leadership (X2) (0.709) > motivation (X1) (0.529) This means that the independent variable leadership (X2) dominates employee discipline (Y). While the employee discipline coefficient is 0.478 (X2) > 0.465 (X1). This shows that according to Hughes et al., (2018) leadership is any action taken by individuals or groups to coordinate and share responsibility with others in order to achieve a predetermined goal.

## V. CONCLUSION

From the several comprehensive studies above, the researcher will put forward overall conclusions, accompanied by suggestions that can be used as material for consideration, as follows (1) From the results of the study, it can be seen partially that motivation (X1) has a significant effect on employee work discipline. (2) From the results of the study it can be seen partially that leadership (X2) has a significant effect on employee work discipline. (3) From the results of the study it can be seen simultaneously that motivation (X1), leadership (X2) has a significant effect on employee work discipline. (4) From the results of the study it can be seen that leadership variables have a significant effect on employee work discipline. Meanwhile, the researcher's recommendations: (1) It is necessary to increase motivation (X1) and leadership (X2), to be carried out continuously so that there is an increase in employee work discipline in UMKM Malang Raya actors. The implementation of motivation (X1) and leadership (X2) should be carried out continuously so that there is an increase in employee work discipline in Malang Raya UMKM actors. (3) The implementation of work discipline can be further improved by measuring the MSME income target level.



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