

The Influence of Leadership Style and Work Discipline on Employee Performance

Nur Laely¹, Angga Rizka Lidiawan¹, Djunaedi¹, Yhonanda Harsono²

¹Faculty of Economics and Business, Kadiri University, Indonesia

²Faculty of Economics and Business, Pamulang University, Indonesia

Abstract

The purpose of this study was to determine the effect of leadership style and work discipline on employee performance at PT. Chakra Lestari Sejahtera, both partially and simultaneously. The method used is quantitative descriptive method. The sampling technique used was random sampling using a sample of 52 respondents. Data analysis using validity test, reliability test, classic assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. The results of this study are the leadership style has a significant effect on employee performance with a correlation coefficient adj value of 0.466 meaning that both variables have a moderate level of influence with a determination coefficient of 46.6%. Hypothesis testing obtained $t_{count} > t_{table}$ or $(6,743 > 2,009)$, this is confirmed by a significant probability of $0.000 < 0.05$, thus H_0 is rejected and H_1 is accepted meaning that there is a significant influence between leadership style on employee performance at PT. Prosperous Sustainable Chakra. Work discipline has a significant effect on employees with a correlation coefficient adj value of 0.269, which means that both have a low level of influence with a determination coefficient of 26.9%. Hypothesis testing obtained $t_{count} > t_{table}$ or $(4.441 > 2.009)$, this is reinforced with a significant probability of $0.000 < 0.05$, thus H_0 is rejected and H_2 is accepted meaning that there is a significant influence between work discipline on employee performance (Y) at PT. Prosperous Sustainable Chakra. Leadership style and work discipline have a positive effect on employee performance by obtaining a regression equation $Y = 9.759 + 0.495X_1 + 0.269X_2$. Hypothesis testing obtained the value of $F_{count} > F_{table}$ or $(28.603 > 2.790)$, this is also strengthened by a probability of significance of $0.000 < 0.05$. Thus H_0 is rejected and H_3 is accepted. This means that there is a significant simultaneous effect between leadership style and work discipline on employee performance at PT. Prosperous Sustainable Chakra. This means that there is a significant simultaneous effect between leadership style and work discipline on employee performance at PT. Prosperous Sustainable Chakra. This means that there is a significant simultaneous effect between leadership style and work discipline on employee performance at PT. Prosperous Sustainable Chakra.

Keywords: Leadership Style, Work Discipline, Employee Performance

1. Introduction

Transformation is the first step that is currently often echoed and is happening in various dimensions of life both in personal life, in society and in the life of the nation. This can be seen from the growth and development of competition to achieve in each role, both professional and personal. And this must be addressed positively as a runway for all actors in life, so that competitive achievements can be carried out with the right mental attitude.

The company is an organization that has various goals. The activities of a company in achieving these goals require the management of production factors consisting of natural resources, human resources, capital, raw materials, machines, technology. Companies must always pay attention to the interrelationships between these production factors, thus companies are required to be able to manage as well as possible, especially in the field of human resources so that they can work more effectively and efficiently. An organization can run effectively if management functions such as planning (planning), organizing (organizing), directing (actuating) and controlling (controlling) if all of that functions properly, and its supporting elements are available and meet the requirements.

Human resources are one of the factors that are directly involved in carrying out company activities and play an important role in improving company performance in achieving set goals, as Hasibuan (2016:11)said that the goals are impossible to achieve without the active role of employees even though the company's tools are so sophisticated. So that a company needs potential human resources, both leaders and employees can make a good contribution and carry out tasks optimally to achieve company goals. Because all company activities will involve the actions of human resources in it. Hasibuan further (2016: 12) also said that "Management is the science of managing the effective use of human resources to achieve a certain goal.

Chakralestari complements developments in the field of human capital development which is currently the center of attention in a community group, organization and nation. By developing training programs and following up on post-training (coaching), we indirectly become partners for partner clients in developing human capital, which is the actor and driving force of the organization.

A leadership style that is in accordance with the circumstances of the company and the wishes of employees will encourage an increase in employee performance in achieving company goals and objectives. In carrying out their activities, leaders have their own style in the process of influencing and directing their employees, so that they are expected to work together to achieve company goals through the implementation of predetermined work. Because the problems faced by companies vary, leaders are required to be able to apply leadership styles that also vary according to the circumstances at hand.

2. Methods

This type of research is associative, according to Sugiyono (2017: 44), namely "Research that aims to determine the effect or relationship between two or more variables". Thus this associative research can be built a theory that functions to explain, predict and control a phenomenon. This research is an empirical study that aims to examine the effect of leadership style and work discipline on employee performance.

Operational variables according to Sugiyono (2017: 63) are as follows: "An attribute or trait or value of people, objects or activities that have certain variations that are applied by researchers to be studied and then conclusions drawn." Variable operationalization is needed in determining the types, indicators, and scale of the variables involved in a study, so that hypothesis testing with statistical tools can be carried out correctly. In the research conducted by the author, it consists of independent variables and dependent variables. According to Sugiyono (2017: 33) "Independent variables are variables that affect the dependent variable". The independent variable is a stimulus variable or a variable that can affect other variables.

What is meant by Leadership Style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. A leadership style that shows, directly or indirectly, about 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, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Rivai 2015:42). The indicators used include: 1) Nature, 2) Habits, 3) Temperament, 4) Character. Work discipline is a person's behavior in accordance with the rules, Existing work procedures or discipline are attitudes, behaviors, and actions that are in accordance with the rules of the organization, both written and unwritten. (Edy Sutrisno, 2016:89). The indicators used include: 1) Obeying the rules of time, 2) Complying with company regulations, 3) Obeying the rules of conduct at work, 4) Complying with other regulations.

According to Sugiyono (2017: 215) "Population is the number of generalization areas consisting of objects and characteristics set by researchers and then conclusions are drawn." Meanwhile, according to Suharsimi Arikunto (2014: 173), "The population is the entire research subject". From the above understanding, it can be concluded that the population is the overall characteristics or nature of the subject or object that can be drawn as a sample. In the study the population was employees of PT. Chakra Lestari Sejahtera, which has 52 employees.

According to Sugiyono (2017: 215) "Sample is the number and characteristics possessed by the population". according to Arikunto (2014: 131), "Samples are part or representative of the population studied". According to Sugiyono (2017: 82) "Unsaturated sampling is a sampling technique when all members of the population are used as samples". Another term for a saturated sample is a census, where members of the population are sampled. In this study the sample used was all employees of PT. Chakra Lestari Sejahtera, which has 52 employees. Data collection technique. Data collection is an attempt to obtain information that will be used in variable measurement. According to Sugiyono (2017: 308) "The data collection method is a scientific way to obtain valid data with the aim of being proven,

Primary sources are data sources that directly provide data to data collectors related to the object of research. According to Sugiyono (2017: 141) "Observation is a process that is composed of various processes so that data is obtained based on facts about the real world obtained through observation". In this case the authors carry out direct observations of PT. Chakra Lestari Sejahtera where observations are limited to the main issues so that attention is more focused on (real) data and is relevant. The questionnaire is a number of questions asked to respondents in writing. The list of questions is intended mainly related to the problem under study. According to Sugiyono (2017: 142) "The questionnaire is an efficient data collection technique when the researcher knows with whom the variable will be measured and what is expected of the respondent." In this study the questionnaire was made in the form of questions with answers referring to the Likert scale: Strongly Disagree (score 1), Disagree (score 2), Disagree (score 3), Agree (score 4) and Strongly Agree (score 5). According to Sugiyono (2017: 308) "Secondary data is an indirect data source that provides data to data collectors". Secondary data in this study includes historical data on the history of the company, the number of employees and other things that support the writing material. Agree (score 4) and Strongly Agree (score 5). According to Sugiyono (2017: 308) "Secondary data is an indirect data source that provides data to data collectors". Secondary data in this study includes historical data on the history of the company, the number of employees and other things that support the writing material. Agree (score 4) and Strongly Agree (score 5). According to Sugiyono (2017: 308) "Secondary data is an indirect data source that provides data to data collectors". Secondary data in this study includes historical data on the history of the company, the number of employees and other things that support the writing material.

According to Sugiyono (2017:138) "Documents are records of past events". Documents can be in the form of text or pictures. This method is used to obtain data about the history of the company, the number of employees and so on. According to Sugiyono (2017: 140) "Library studies are related to theoretical studies and other references related to values, culture and norms studied and are important in conducting research, this is because research cannot be separated from scientific literature". In this research, a literature study was carried out by looking for a theoretical basis related to the research title.

3. Results and Discussion

Descriptive discussion, intended for exploration and clarification of phenomena or social reality, by way of describing a number of variables relating to the problem under study.

The circumstances or criteria of the object studied are based on the leadership style variable (X1)

Leadership style is a certain way, pattern and ability used by a leader in behaving, communicating and interacting to influence, direct, encourage and control other people or subordinates so they can do a job so as to achieve a goal. The overall situation or criteria for the leadership style variable questionnaire (X1) obtained an average score of 3.75 with good criteria. Of all the statements above, the one that gets the lowest rating score is the statement by the leadership that they want to listen to criticism and suggestions from subordinates, which only achieves a score of 3.37.

The condition or criteria of the object under study is based on the variable of work discipline (X2)

Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order and order to company or organizational regulations and applicable social norms. Overall conditions or criteria for the work discipline variable questionnaire (X2) obtained an average score of 3.74 with good criteria. Of all the statements above, the one that gets the lowest rating score is the statement that enforcement of regulations is enforced impartially, regardless of position and title which only achieves a score of 3.31.

The condition or criteria of the object under study is based on the employee performance variable (Y)

Performance is the result of work in quality and quantity that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Circumstances or criteria as a whole the respondents' answers to the employee performance variable questionnaire (Y) obtained an average score of 3.84 with good criteria. Of all the statements above, the one that gets the lowest rating score is the statement that I am always quick to respond to new assignments given which only achieves a score of 3.35.

The Effect of Leadership Style (X1) on Employee Performance (Y)

Based on the results of the analysis, the adj correlation coefficient is 0.466, meaning that the two variables have a moderate level of influence. The value of determination or contribution to the influence of leadership style (X1) on employee performance (Y) is 0.466 or 46.6% while the remaining 53.4% is influenced by other factors. Hypothesis testing obtained $t_{count} > t_{table}$ or $(6.743 > 2.009)$, this is reinforced by the probability significance of $0.000 < 0.05$, thus H_0 is rejected and H_1 is accepted meaning that there is a significant influence Partialbetween leadership style on employee performance at PT. Prosperous Sustainable Chakra. This research is in line with previous research conducted by Resa R. Jacob, EMBA Journal (2015), ISSN: 2303- 11, Vol. 3 No. 3 Sept 2015, pp 373-381. That leadership style has a positive and significant influence on employee performance.

Effect of work discipline (X2) on employee performance (Y)

Based on the statistical results, the adj correlation coefficient is 0.269, meaning that the two variables have a low level of influence. The value of determination or contribution to the influence of work discipline (X2) on employee performance (Y) is 0.269 or 26.9% while the rest 73.1% influenced by other factors. Hypothesis testing obtained $t_{count} > t_{table}$ or $(4.441 > 2.009)$, this is reinforced by the probability significance of $0.000 < 0.05$, thus H_0 is rejected and H_2 is accepted meaning that there is a partial significant effect between work discipline on employee performance at PT . Chakra Lestari Sejahtera This research is in line with previous research conducted by Trenggono Widodo, Journal of Creative Industries (JIK), ISSN: 2597-8950 Vol. 2 No. 1. That work discipline has a positive and significant influence on employee performance.

Influence Style leadership (X1) and work discipline (X2) simultaneously on employee performance (Y)

Based on the results of the study, it shows that leadership style (X1) and work discipline (X2) have a positive effect on employee performance by obtaining the regression equation $Y = 9.759 + 0.495X_1 + 0.269X_2$.

Testthe hypothesis is that the calculated F value $> F_{table}$ or $(28.603 > 2.790)$, matter the also strengthened by the probability significance of $0.000 < 0.05$. Thus H_0 is rejected and H_3 accepted. This means that there is a significant influence simultaneously between leadership style and work discipline on employee performance at PT. Prosperous Sustainable Chakra. This research is in line with previous research conducted by Elliya Effendi, Journal of Ecoment Global P-ISSN : 2540-816XE-ISSN : 2685-6204 Volume 4 No. 2 August 2019 Edition. That leadership style and work discipline have a positive and significant influence on employee performance.

4. Conclusion

Leadership style influences employee performance with an adj correlation coefficient value of 0.466, meaning that the two variables have a moderate level of influence with a determination coefficient of the adj r-square value of

46.6%. Hypothesis testing obtained t count $>$ t table or ($6.743 > 2.009$), this is reinforced by a significance probability of $0.000 < 0.05$, thus H_0 is rejected and H_1 is accepted meaning that there is a significant influence between leadership style on employee performance at PT. Prosperous Sustainable Chakra.

Work discipline affects employee performance with an adj correlation coefficient of 0.269, meaning that both have a low level of influence with a determination coefficient of the adj r -square value of 26.9%. Hypothesis testing obtained t count $>$ t table or ($4.441 > 2.009$), this is reinforced by a significance probability of $0.000 < 0.05$, thus H_0 is rejected and H_2 is accepted meaning that there is a significant influence between work discipline on employee performance (Y) at PT. Prosperous Sustainable Chakra.

Leadership style and work discipline affect employee performance with the regression equation $Y = 9.759 + 0.495X_1 + 0.269X_2$. The hypothesis test obtained the value of F count $>$ F table or ($28.603 > 2.790$), this is also strengthened by a significance probability of $0.000 < 0.05$. Thus H_0 is rejected and H_3 is accepted. This means that there is a significant influence simultaneously between leadership style and work discipline on employee performance at PT. Prosperous Sustainable Chakra.

References

- [1] AA Anwar Prabu Mangkunegara, 2017. HR Performance Evaluation. Bandung: PT. Aditama Refika.
- [2] Algifari. (2015). Regression Analysis for Business and Economics. Yogyakarta: BPFE.
- [3] Anoraga Panji, 2014. Work Psychology. Jakarta : PT Rineka Cipta.
- [4] Anwar King Mangkunegara. 2015. Company Human Resources. Twelfth printing. Rosdakarya Youth: Bandung
- [5] Ardana, I Komang et al. 2012. Human Resource Management. Yogyakarta: Science Graha
- [6] Arikunto, Suharsimi. 2014. Research Procedures A Practice Approach. Jakarta: Rineka Cipta.
- [7] Bateman, Thomas S. and Scott A. Snell. 2008. Management. 7-book edition 1. Translated by Chriswan Sungkono and Ali Akbar Yulianto. Jakarta: Salemba Empat.
- [8] Bilson, Simamora. 2004. Consumer Behavior Research Guide. Jakarta: PT Gramedia Pustaka Utama
- [9] Drs. H. Malayu SP Hasibuan. 2016. Human Resource Management (Revised Edition). Script Earth.
- [10] Edy, Sutrisno, (2016), Human Resource Management, Kencana Prenada Media Group, Jakarta.
- [11] Feriyanto, Andri and Shyta, Endang Triana. 2015. Introduction to Management (3 in 1). Kebumen: Mediatera.
- [12] Ghozali, Imam. 2018. Application of Multivariate Analysis with the IBM SPSS 25 Program. Diponegoro University Publishing Agency: Semarang
- [13] Hariandja, 2012, Human Resource Management, Grasindo, Jakarta.
- [14] Hasibuan, Malayu SP 2016. Resource Management Power Man.Revised Edition. Jakarta: PT Bumi Aksara Publisher.
- [15] Istijanto, 2009. Practical Applications of Marketing Research, Jakarta: Gramedia Pustaka Utama
- [16] Khaerul. Ummm. 2015. Organizational Behavior. Bandung: Faithful Library
- [17] Malhotra, NK, 2009, Marketing Research, Fourth Edition, Volume 1, PT Index, Jakarta
- [18] Mangkunegara, AA Anwar Prabu, "Human Resource Management", Eleventh Print PT Juvenile Rosdakarya, Bandung 2016
- [19] Mathis, Robert & H. Jackson, John. 2011. Human Resource Management (10th edition). Jakarta : Salemba Empat.
- [20] Rivai, Veithzal, "Resource Management Man For Company", Raja Grafindo Persada, Jakarta, 2015.
- [21] Robbins, P. Stephen, Mary Coulter. 2014. Management. Twelfth Edition. United States: Pearson Education Limited.
- [22] Safroni, Ladzi. 2013. Public Service Management and Reform in the Indonesian Bureaucratic Context. Surabaya: Aditya Media Publishing

- [23] Santoso, Singgih. (2015). Mastering Multivariate Statistics. Jakarta : PT Elex Media Komputindo.
- [24] Sedarmayanti. 2016. Human Resource Management Bureaucratic Reform and Management of Civil Servants. Bandung: PT. Aditama Refika.
- [25] Siagian, Sondang P. 2015. Human Resource Management. Jakarta: PT Bumi Aksara
- [26] Sinambela, Lijan Poltak. 2012. Employee Performance. Science Graha: Yogyakarta.
- [27] Sinungan, Muchdarsyah. (2014). Productivity: What and how. Jakarta: Earth Script
- [28] Sondang, P. Siagian (2018), Human Resource Management, Bumi Aksara, Jakarta
- [29] Sugiyono, "Quantitative Qualitative Research Methods and R & D", Publisher CV. Alfabet, Bandung, 2017.
- [30] Sugiyono. (2017). Quantitative Research Methods, Qualitative, and R&D. Bandung : Alfabeta,CV
- [31] Veithzal Rivai Zainal, S. 2015. Human Resource Management for Companies. 7th edition. Depok: PT RAJAGRAFINDO.
- [32] Wawan S. Suherman. (2013). Physical Education Curriculum Development. Yogyakarta: FIK UNY.
- [33] Wibowo, 2016. Performance Management, Fifth Edition, PT. Rajagrafindo Persada Jakarta-14240.
- [34] Come on, Gary. 2015, Leadership in Organizations, Seventh Edition, PT. Index, Jakarta.2004- 2008. Currently the author is continuing Doctoral education at Hasanudin University.