The Influence of Leadership Style and Work Discipline on Employee Performance

Yhonanda Harsono[1*], Otto Fajarianto[2], Linda Afriani[3]
[1]Universitas Pamulang, Tangerang Selatan, Indonesia
[2]Universitas Negeri Malang, Malang, Indonesia
[3]Sekolah Tinggi Ilmu Hukum Awang Long, Samarinda, Indonesia
yhonanda2906@gmail.com[1*], otto.fajarianto.fip@um.ac.id[2], linda.afriani@stih-awanglong.ac.id[3]

Abstract

This research aims to determine the influence of leadership style and work discipline on employee performance at CV. Anamuda Bogor either partially or simultaneously. The research method used is associative with a quantitative approach. The sample in this study was 50 people. With saturated sampling analysis techniques. The data uses validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, multiple coefficient analysis, coefficient of determination analysis and hypothesis testing. Partially testing the hypothesis for the leadership style variable (X1), obtained t count > t table or (7.501 > 2.011), thus H01 is rejected. Ha1 is accepted, meaning that there is a significant influence between leadership style on employee performance at CV. Anamuda Bogor. Partially testing the hypothesis for the work discipline variable (X2) obtained t count > t table or (5.725 > 2.011) thus H02 was rejected. Ha2 was accepted, meaning that there is a significant influence between work discipline on employee performance at CV. Anamuda Bogor. The correlation value or level of relationship between the independent variable and the dependent variable is 0.793, meaning it has a strong relationship. The coefficient of determination or contribution of simultaneous influence is 62.8%, while the remaining 37.2% is influenced by other factors. Hypothesis testing obtained a calculated F value > F table or (39.729 > 3.200) thus H03 was rejected. Ha3 was accepted. This means that there is a significant simultaneous influence between leadership style and work discipline on employee performance at CV. Anamuda Bogor.

Keywords: leadership style, work discipline, employee performance

INTRODUCTION

A company or public/private organization's success and failure are greatly influenced by a leader. Leaders play a very important role because it is the leader who is responsible for the implementation and journey in carrying out the organization's vision and mission. As we know, an organization must have several organizational members, within the organization members have different behaviors and characteristics, this is a challenge and responsibility that must be faced by every manager or organizational leader. One of the success factors of an organization is the discipline of the organization's members. A professional leader is able to direct and discipline members of his organization to be more professional during specified working hours by prioritizing the interests of the organization over personal interests.

CV. Anamuda Bogor, was founded in 2015 as a convection company which specializes in mass clothing, providing human resource services in the convection sector that pays great attention to work needs and social aspects in the work environment. This company divides employees into sections, namely Head of Company, Administration, Production Supervisor, Shopping, Sewing and Screen Printing, Finishing.

To support the development and quality process, it is usually supported by expert staff in these business fields in order to increase human resources who are more skilled and reliable.

One of the most important management functions and the key to realizing an organization's goals is the existence of work discipline, because in the absence of discipline it is difficult for an organization to achieve maximum goals (Sedarmayanti, 2010). The goal of the organization is not only to achieve a goal that has been planned, but also requires the realization of work enthusiasm and work discipline from employees (Sutrisno, 2009).

Leadership plays a very important role in influencing the members of the organization through the leadership style they have. If a leader knows the right leadership style, the members of the organization will have high commitment, motivation and enthusiasm, so that discipline continues to increase.

The definition of management according to Rivai (2017:2) believes "management is the science and art of managing the process of utilizing other resources efficiently, effectively and productively to achieve a goal". According to Sarina Mardalena (2017:7) management is a process in order to achieve goals by collaborating with people and other organizational resources. Meanwhile, according to Hery (2018:1), "management is the process of working activities efficiently and effectively, and through other people". It was further stated that management not only includes activities to achieve and fulfill organizational targets, but also carries out these activities effectively and efficiently.

Basically, when managers carry out their work, they will always carry out a certain amount of planning, organizing, leading and controlling. Based on several definitions that have been put forward by several experts, it can be concluded that the definition of management is a skill or technique for planning, organizing, directing and supervising the use of resources effectively and efficiently in order to achieve goals.

Leadership style in general is an ability that can move the struggle towards better or success. Or in another explanation, it can be interpreted as the process of influencing and giving an example by a leader to his subordinates in order to achieve organizational goals.

According to Thoha (2013:49) that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people as they see it. Meanwhile, Rivai (2014: 42) states that leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it could also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader.

Based on the definition of leadership style above, leadership is a person's ability to influence, encourage and control other people or subordinates to be able to do work consciously and voluntarily in achieving a certain goal.

According to Siagian (2017:305) stated that "Employee discipline in human resource management departs from the view that no human being is perfect, free from mistakes and mistakes."

According to Rivai (2017:825) "Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and increase awareness and a person's willingness to comply with all regulations and social norms that apply in a company." As a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience (obedience) to the rules or regulations set by the government or ethics, norms and rules that apply in society for certain purposes. According to Hasibuan (2016: 194) "work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms".

Performance is a manifestation of ability in the form of real work or work results achieved by employees in assisting with tasks and work originating from the organization.

According to Donni Juni Priansa (2014:269) Employee performance can be assessed from the employee's work results, employee knowledge about work, employee positive attitudes towards work, employee mental dexterity and employee discipline related to absenteeism.

According to Edi (2015: 152) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

From the opinions of the experts above, it can be concluded that employee performance is closely related to the results of a person's work in an organization, employee knowledge about work, employee positive attitudes towards work, and employee discipline related to absenteeism.

RESEARCH METHOD

The research used in this research is causal associative research with quantitative techniques. According to Sugiyono (2016:55), causal associative research is research that aims to determine the relationship between two or more variables. With this research, a theory can be built that functions to explain, predict and control a phenomenon. A causal relationship is a causal relationship which is a cause-and-effect relationship, one variable (independent) influences another variable (dependent). Associative research uses quantitative or statistical analysis techniques. Quantitative research is a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. Another definition states that quantitative research is research that requires a lot of use of numbers, starting from data collection, interpretation of that data, and the appearance of the results. Likewise, at the conclusion stage of the research, it would be better if it were accompanied by pictures, tables, graphs or other displays.

This quantitative approach was used by researchers to measure the level of success in this research to analyze the influence of leadership style and work discipline on employee performance at CV. Anamuda Bogor. This research was conducted at CV. Anamuda Bogor whose address is Jl. Alamanda, Cijujung Kec. Sukaraja, North Bogor, West Java.

This research was carried out for 7 (seven) months starting from March 2023 to September 2023. Until the information data needs were met. This research process was carried out in stages, starting from the introduction, submitting a proposal, submitting a consultation

permit, distributing the pre-survey, to creating a questionnaire and distributing the questionnaire.

Operational variables according to Sugiyono (2017:63) argue "operational variables are as follows: "An attribute or characteristic or value of a person, object or activity that has certain variations which are applied by researchers to study and then draw conclusions." Operationalization of variables is needed to determine the type, indicators and scale of the variables involved in a study, so that hypothesis testing using statistical tools can be carried out correctly. In the research conducted by the author, it consists of independent variables and dependent variables.

In conclusion, this research consists of three variables, namely two independent variables and one dependent variable. The independent variables in this research are leadership style and work discipline, while the dependent variable in this research is employee performance. These variables will be explained based on their respective definitions, as follows:

According to Sugiyono (2017:39). "Independent variables are variables that influence or are the cause of changes or emergence of the dependent (dependent) variable." So in this research there are two independent variables studied, namely Leadership Style and Work Discipline.

1. Leadership Style (X_1)

   Whichwhat is meant by leadership style according to Hasibuan (2015:170). "Leadership is the way a leader influences the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals." The indicators used include:
   1) exemplary,
   2) Authority,
   3) task delegation,
   4) Retrieval, and
   5) Motivation

2. Work Discipline (X_2)

   WhichWhat is meant by work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan 2016:194). The indicators used include:
   1) Comply with all company regulations,
   2) Effective use of time,
   3) Responsibilities at work,
   4) Absenteeism rate, and
   5) Punishment sanctions

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn, Sugiyono (2017:80). In this study the population was all employees at CV. Anamuda Bogor with 50 employees.

According to Sugiyono, (2013:116) a sample can be defined as part of the number and characteristics of the population. If the population is large, and it is impossible for the research to study everything in the population, due to limited personnel, funds and time, then researchers can use samples taken from the population.

In this study, saturated sampling was used, according to Sugiyono (2014:68) the saturated sampling technique is a technique for determining the sample if all members of the population are used as samples. This is because the population used in this research is relatively small, less than 100 people, namely only 50 employees at CV. Anamuda Bogor.

In the opinion of Sugiyono (2016: 187), "Data collection is the methods used to collect data and record events or things to support research." In connection with research needs, data sources can be differentiated as follows:

These are a number of questions asked to respondents in writing. The list of questions is aimed primarily at those related to the problem being studied. According to Sugiyono (2017:142), "questionnaires are an efficient data collection technique".

In this research, the focus of the research problem requires researchers to carry out systematic, in-depth and meaningful analysis and study. This descriptive analysis will provide an overview of the data to be studied so that it can help and determine the characteristics of the sample data. The analysis was carried out by looking at the frequency of options chosen by respondents that were provided for each questionnaire question given.

RESULTS AND DISCUSSION

The classical assumption test is used to determine the accuracy of the data, or the significance of the relationship between the independent variable and the dependent variable so that the results of the analysis can be interpreted more accurately, efficiently, and avoid weaknesses that occur due to the presence of symptoms of the classical assumption or whether it is feasible or not. The data used is continued as research data. This classic assumption test consists of a normality test, heteroscedasticity test, and multicollinearity test. The tool used to process the data is the SPSS Version 26 program.

To find out the criteria, namely by comparing the camulative of the normal distribution. This is in accordance with the results of the histogram graph processed with SPSS Version 26 as in the image below:
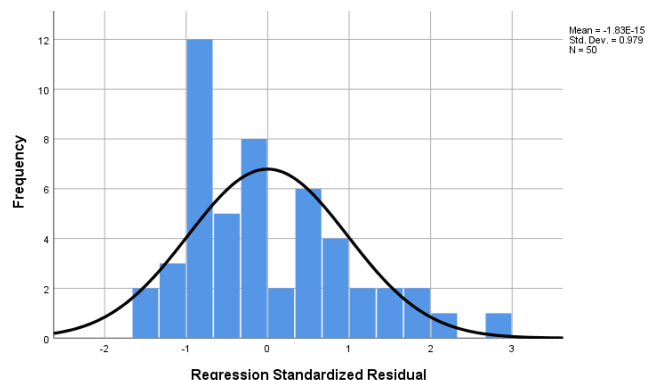
Figure 1. Histogram Graph of Normality Test Results (*Source: Data Processed by SPSS Version 26, 2023*)

The picture above shows that the lines form a diagonal shape, so it can be concluded that all data is normally distributed.

TestNormality can also be done using a probability plot graph where variable residuals can be detected by looking at the distribution of residual points following the direction of the diagonal line, and this is in accordance with the results of the distribution diagram processed with SPSS Version 26 as below:
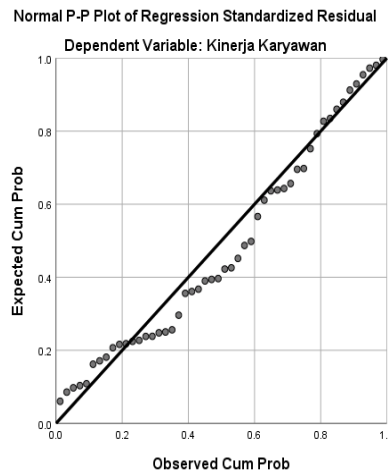
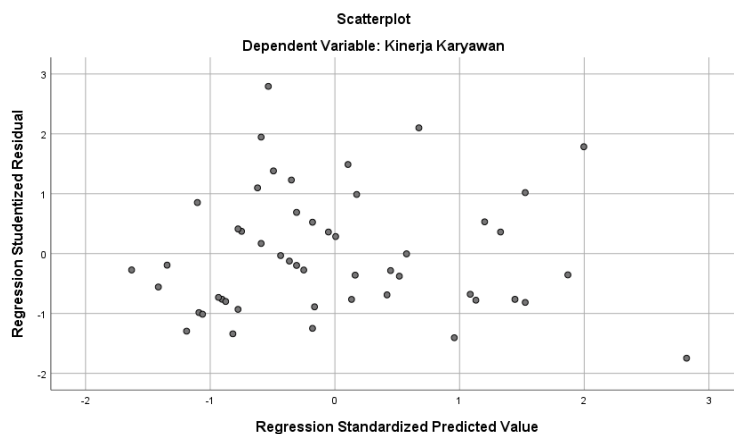**Figure 2. P-Plot Graph of Normality Test Results** (*Source: Data Processed by SPSS Version 26, 2023*)

In the picture above, you can see that the normal Probability Plot graph shows a normal graphic pattern. This can be seen from the points that spread around the diagonal line and the distribution follows the diagonal line. Therefore, it is concluded that the regression model meets the assumption of normality.

Heteroscedasticity Test

Testing can also be done by looking at the scatterplot graph between the predicted value of the dependent variable (ZPRED) and the residual value (SRESID) with the following conditions:

1) If the points form a certain pattern, such as large waves widening and narrowing, then heteroscedasticity disturbance has occurred.
2) If the points spread out without forming a particular pattern, then heteroscedasticity does not occur.

The results of the heteroscedasticity test are as follows:

Figure 3. Scatterplot graph of normality test results (*Source: Data Processed by SPSS Version 26, 2023*)

Based on the results in the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a particular pattern. Thus, it is concluded that there is no heteroscedasticity disturbance in this regression model which is suitable for use.

CONCLUSIONS

Based on the hypothesis results obtained t_{count}7.501 > from the t value$_{table}$2.011 This is reinforced by a significant value of 0.000 < 0.050. Thus, H_{01}H rejected$_{a1}$accepted. This shows that there is a significant influence between leadership style on employee performance at CV. Anamuda Bogor. Based on the hypothesis results obtained t_{count}5.725 > from the t value$_{table}$2.011 This is reinforced by a significant value of 0.000 < 0.050. Thus, H_{02}H rejected$_{a2}$accepted. This shows that there is a significant influence between work discipline on employee performance at CV. Anamuda Bogor.

So the results of this research show thatleadership style (X_1) and work discipline (X_2) has a positive and significant effect simultaneously on employee performance (Y). This can be proven by obtaining a multiple linear regression equation $Y = 7.308 + 0.455X_1 + 0.372X_2$. The multiple correlation coefficient value or the level of relationship between the independent variable and the dependent variable is 0.793, meaning it has a very strong relationship. The coefficient of determination or contribution of simultaneous influence is 62.8%, while the remaining 37.2% is influenced by other factors. Hypothesis testing obtained F_{count}> F t$_{Abel}$or (39,729 > 3,200). Thus H_{03}H rejected$_{a3}$accepted. This means that there is a significant simultaneous influence between leadership style and work discipline on employee performance at CV. Anamuda Bogor.

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