



The Impact of Leadership Style and Work Discipline on Employee Performance at PT. Elang Utama Jaya Putra, South Tangerang

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Abstract

This study aims to determine the effect of leadership style and work discipline on employee performance at PT Elang Utama Jaya Putra Tangerang Selatan partially and simultaneously. The method used is the quantitative associative method. The sampling technique used is saturated sampling using a sample of 52 respondents. Data collection techniques through primary and secondary data. Data analysis techniques use validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, determination coefficient analysis, and hypothesis testing using the Statistical Package for the Social Science (SPSS) version 26. The results of the study indicate that there is a positive influence between leadership style and employee performance partially. Where the simple linear regression equation $Y = 9.450 + 0.736X_1$ means a positive effect, the t test of $T_{count} 6.780 > T_{table} 2.009$ then H_{a1} is accepted H_{o1} is rejected. There is a positive influence between work discipline and employee performance partially. Where the simple linear regression equation $Y = 9.149 + 0.723X_2$ means a positive effect, the t test of $T_{count} 4.939 > T_{table} 2.009$ then H_{a2} is accepted H_{o2} is rejected. There is a positive effect between the variables of leadership style and work discipline on employee performance simultaneously where the multiple regression equation $Y = 3.174 + 0.581X_1 + 0.300X_2$ means a positive effect, the multiple correlation test $r = 0.717$ is included in the fairly strong category, the determination coefficient is 49.4% and the remaining 50.6% is influenced by other factors, the f test of $F_{count} 25.929 > F_{table} 3.19$ means it can be concluded that the variables of leadership style and work discipline have a significant effect on employee performance.

Keywords: Leadership Style, Work Discipline, Employee Performance**INTRODUCTION**

In today's era of globalization, all businesses must compete to create high performance to develop their business. Companies must be able to build and improve their performance, and the success of the company is influenced by many factors, one of which is human resources, which is one of the behaviors of the overall planning level.

Human resources are a very important factor and cannot be separated from the organization because human resources are the driving force of an organization to be able to run to achieve its goals. Human resources are the key

to the success of an organization, the big challenge we face in the workforce sector is the quality of human resources (HR) for that real efforts are needed to improve the quality of human resources in order to encourage the implementation of good performance. Without human resources, an organization will not run well. Therefore, human resources must be fostered and directed to achieve organizational goals.

According to Marsam (2020:10) "Leadership style shows directly or indirectly 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 the philosophy of skills, traits, attitudes that a leader often applies when he tries to influence his subordinates."

According to Siagian (2016:278), work discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not avoiding receiving sanctions if he violates the duties and authority given to him. Discipline is training, especially training of the mind and attitude to produce self-control, habits to obey applicable regulations.

Employee performance is a source of work activity results from work activities achieved by employees in an organization with a standard level of success that has been previously determined by the organization.

Good employee discipline reflects good performance, and vice versa if an employee's discipline is poor then it reflects poor performance. According to Mangkunegara (2017:9) states that "employee performance is (work achievement) the results 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."

The results of the pre-survey at PT. Elang Utama Jaya Putra showed that the leadership style in the company is still not in accordance with employee expectations, especially in controlling emotions. This has an impact on declining employee performance in the last five years. In addition, work discipline is also an influential factor, with a fairly high level of employee absence and tardiness.

This study highlights the importance of improving leadership styles and implementing better work discipline to improve employee performance. With more effective leadership and a strong culture of discipline, companies can achieve better goals and increase employee productivity.

LITERATURE REVIEW

Leadership Style

According to Kartono (2016:24), the basic theory of leadership style refers to the pattern or approach used by a leader in leading, influencing, and directing his subordinates to achieve organizational goals. This leadership style is formed from the interaction between the leader's personality, the nature and characteristics of individual team members, and the situations and conditions that exist in the organization.

Kartono explained that leadership style is highly dependent on how a leader makes decisions, how to communicate, and how the leader responds to the needs and desires of team members. Meanwhile, according to Busro (2018:226) "Leadership style is a pattern of behavior that is consistently played by a leader when influencing others."

Work Discipline

According to Rivai (2015:825) "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness and willingness of a person to obey all regulations and social norms that apply in a company". Meanwhile, according to Siagian (2015:305) he argues that "Employee discipline in human resource management is based on the view that no human is perfect, free from mistakes and errors".

Employee performance

Performance comes from the word job performance or actual performance which means work achievement or actual achievement achieved by someone. The definition of performance (work achievement) is the work results in quality and quantity achieved by an employee in carrying out his functions according to his responsibilities.

According to Edison (2016:190) performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. Meanwhile, according to Mangkunegara (2017:67) performance is the result of work in terms of quality and quantity achieved by an employee and carrying out his duties in accordance with the responsibilities given to him.

Research Hypothesis

- H1 : There is an influence of leadership style on employee performance at PT. Eagle Utama Jaya in South Tangerang
- H2 : There is an influence of work discipline on employee performance at PT. Elang Main Jaya Putra in South Tangerang
- H3 : There is an influence between leadership style and work discipline on performance employees at PT. Elang Utama Jaya Putra in South Tangerang

RESEARCH METHODS

The type of research is quantitative, according to Sugiyono (2019:8) who argues that "associative quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative associative or statistical, with the aim of testing the established hypothesis". This research is an empirical study that aims to test the influence of leadership style and work discipline on the performance of PT. Elang Utama Jaya Putra Tangerang Selatan.

The population in this study were all office employees at PT. Elang Utama Jaya Putra South Tangerang as many as 52 employees. Sampling in this study using saturated sampling technique. According to Sugiyono (2017:81) saturated sampling is a sampling technique where all members of the population are used as samples and this is often done when the population is relatively small or less than 100. Data collection techniques used in this study are: Primary Data and Secondary Data.

1. RESEARCH RESULT

Multiple Linear Regression Analysis

Table 1. Results of Multiple Linear Regression Test X1 and X2 against Y

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.174	5,503		.577	.567
	Leadership Style	.581	.134	.546	4.334	.000
	Work Discipline	.300	.159	.238	1,884	.066
a. Dependent Variable: Employee Performance						

Source: SPSS 26 output results

Based on the results of multiple linear regression calculations in the table above, the regression equation $Y = 3.174 + 0.581 X_1 + 0.300 X_2$ can be obtained. From the equation above, it can be concluded as follows.

- The constant value of 3.174 means that if the variables of leadership style (X_1) and work discipline (X_2) are not taken into consideration, employee performance (Y) will only be worth 3.174 points.
- The leadership style value (X_1) of 0.581 means that if the constant remains the same and there is no change in the leadership style variable (X_1), it will result in a change in employee performance (Y) of 0.581 points.
- The work discipline value (X_2) of 0.300 means that if the constant remains the same and there is no change in the leadership style variable (X_1), then every 1 unit change in the work discipline variable (X_2) will result in a change in employee performance (Y) of 0.300 points.

Correlation Coefficient Analysis

Table 2 Simultaneous Correlation Coefficients of X1 and X2 against Y

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the	Change Statistics				
					R Square	F Change	df 1	df 2	Sig. F

			e	Estimate	Change	ge			Change
1	.717a	.514	.494	4.688	.514	25,929	2	49	.000
a. Predictors: (Constant), Work Discipline, Leadership Style									

Source: SPSS 26 output results

Based on the test results in the table above, a correlation coefficient value of 0.717 was obtained, where the value is in the interval 0.60 - 0.799, meaning that the variables of leadership style and work discipline have a strong relationship with employee performance.

Determination Coefficient Analysis

Table 3 Simultaneous Determination Coefficients of X1 and X2 against Y

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717a	.514	.494	4.688
a. Predictors: (Constant), Work Discipline, Leadership Style				

Source: SPSS 26 output results

Based on the test results in the table above, the coefficient of determination value obtained is 0.494, so it can be concluded that the variables of leadership style and work discipline have an effect on employee performance of 49.4%, while the remaining (100-49.4%) = 50.6% is influenced by other factors.

Hypothesis Testing

T-test

Table 4 Partial Test (t-Test) X1 against Y

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,450	4.491		2.104	.040
	Leadership Style	.736	.109	.692	6,780	.000
a. Dependent Variable: Employee Performance						

Source: SPSS 26 output results

Based on the test results in the table above, obtained the value of $t_{count} > t_{table}$ or ($6.780 > 2.009$) this is also strengthened by the value of $p \text{ value} < \text{Sig. } 0.05$ or ($0.001 < 0.05$). Thus H_0 is rejected and H_a is accepted, this shows that there is a significant influence between leadership style and employee performance at PT Elang Utama Jaya Putra Tangerang Selatan.

Table 5 Partial Test (t-Test) on Y

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.149	6.203		1.475	.147
	Work Discipline	.723	.146	.573	4.939	.000
a. Dependent Variable: Employee Performance						

Source: SPSS 26 output results

Based on the test results in the table above, the value of t count > t table or (4.939 > 2.009) is also strengthened by the p value < Sig. 0.05 or (0.000 < 0.05). Thus, Ho₂ is rejected and Ha₂ is accepted, this shows that there is a significant influence between work discipline and employee performance at PT. Elang Utama Jaya Putra Tangerang Selatan.

F Test

Table 5 Simultaneous Test (f Test)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1139.814	2	569,907	25,929	.000b
	Residual	1077.013	49	21,980		
	Total	2216.827	51			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Leadership Style						

Source: SPSS 26 output results

Based on the test results in the table above, obtained the value of Fcount > Ftable or (25.929 > 3.19) this is also strengthened by the p value < Sig. 0.05 or (0.001 < 0.05). Thus, Ho₃ is rejected and Ha₃ is accepted, this shows that there is a significant simultaneous influence between leadership style and work discipline on employee performance.

RESEARCH DISCUSSION

Leadership Style (X₁) on Employee Performance (Y)

Based on the results of the analysis, the results of the regression equation value $Y = 9.450 + 0.736X_1$, the correlation coefficient of 0.692 means that the two variables have a strong relationship. The determination value or contribution of influence is 0.479 or 47.9% while the remaining 52.1% is influenced by other factors. The hypothesis test obtained the calculated t value > t table or (6.780 > 2.009). Thus Ho₁ is rejected and Ha₁ is accepted, meaning that there is a

significant influence between leadership and employee performance at PT Elang Utama Jaya Putra Tangerang Selatan.

Work Discipline (X2) on Employee Performance (Y)

Based on the results of the analysis, the results of the regression equation value $Y = 9.149 + 0.723X_2$, the correlation coefficient of 0.573 means that the two variables have a strong relationship. The determination value or contribution of influence is 0.328 or 32.8% while the remaining 67.2% is influenced by other factors. The hypothesis test obtained the calculated t value $> t$ table or $(4.939 > 2.009)$. Thus H_{02} is rejected and H_{a2} is accepted, meaning that there is a significant influence between work discipline and employee performance at PT Elang Utama Jaya Putra Tangerang Selatan.

Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y)

Based on the results of the study, it shows that leadership style (X1) and work discipline (X2) have a significant effect on employee performance with the regression equation $Y = 3.174 + 0.581X_1 + 0.300X_2$. The coefficient value or level of relationship between the independent variable and the dependent variable is obtained at 0.717, meaning that it has a fairly strong relationship. The coefficient of determination or contribution of simultaneous influence is 0.494 or 49.4% while the remaining 50.6% is influenced by other factors. The hypothesis test obtained the calculated F value $> F$ table or $(25.929 > 3.19)$. Thus H_{01} is rejected and H_i is accepted. This means that there is a significant simultaneous influence between leadership and work discipline on employee performance at PT Elang Utama Jaya Putra Tangerang Selatan.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the research results and discussion, the conclusions in this study are as follows:

- a. Leadership Style has a significant influence on Employee Performance at PT. Elang Utama Jaya Putra Tangerang Selatan.
- b. Work Discipline has a significant effect on Employee Performance at PT. Elang Utama Jaya Putra Tangerang Selatan.
- c. Leadership Style and Work Discipline simultaneously have a significant effect on Employee Performance at PT. Elang Utama Jaya Putra Tangerang Selatan.

Suggestion

Some suggestions put forward by researchers for company development include the following:

- a. Company management needs to improve more democratic and participatory leadership patterns so that employees feel more appreciated and motivated in their work. Conduct leadership training for managers so that they are able to control emotions, make decisions correctly, and provide more effective motivation to employees.

- b. Companies must tighten work discipline rules with a more effective attendance system to reduce employee absenteeism and tardiness and provide rewards for employees who have a high level of discipline and apply clear sanctions for employees who frequently violate the rules.
- c. Conducting regular employee performance evaluations by providing constructive feedback to improve work effectiveness and create a more comfortable and competitive work culture so that employees are more enthusiastic in achieving work targets.

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