

## **The Effect of Leadership Style and Work Discipline on Employee Performance at PT. Dalani Terang Persada**

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### **Abstract**

This study was conducted to determine how far the influence of leadership style and work discipline on employee performance at PT. Dalani Terang Persada. The research conducted is by distributing questionnaires, while the research method used is by using quantitative methods. In conducting this research, the writer uses correlation coefficient analysis, multiple linear regression using t test and F test. From the results of multiple linear regression analysis, the authors obtain the equation  $Y = 7.831 + 0.158 X_1 + 0.531 X_2$ , which means any increase or decrease in the variable leadership style ( $X_1$ ) is 1 point, the employee performance variable ( $Y$ ) will increase or decrease by 0.158. In the work discipline variable ( $X_2$ ), for every 1-point increase or decrease, the employee's performance ( $Y$ ) will increase or decrease by 0.631. From the relationship analysis, the correlation coefficient is shown by the simultaneous coefficient value of 0.735, which means that the two independent variables have a strong relationship with the dependent variable. and work discipline. From the results of the F test obtained a value of 15.83 where the value is greater than F table 3.35 thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously leadership style and work discipline can affect employee performance. In the t-test, it is known that the t-count for leadership style ( $X_1$ ) is 2.320 while the t-count column for discipline ( $X_2$ ) is 3.793 using the t-normal distribution table and using the error rate ( $\alpha$ ) = 5% and degrees of freedom (degree of freedom) or (df)  $n - 3 = 30 - 3 = 27$ , then the value of the distribution of table t is 2.051. Because the t count of leadership style is greater than t table or  $2.320 > 2.051$ , then  $H_0$  is rejected and  $H_a$  is accepted, and because the t-count value of work discipline is greater than t table or  $3.793 > 2.051$ , then  $H_0$  is rejected and  $H_a$  is accepted. Therefore, the Leadership Style and Work Discipline can partially affect the performance of employees at PT. Dalani Bright Persada.

*Keywords: Leadership Style, Work Discipline, Performance.*

### **1. Introduction**

In this era of globalization, many companies have been established with various products or services offered. The increasing number of existing companies, of course, will tighten competition in each company. The tight competition causes the company to try to improve and develop the quality of the company to be better by implementing strategies and targeting various factors so that the company can implement and realize the goals in accordance with what the company expects.

In this case, Human Resources (HR), namely the existing workforce, is a very important element. Because if the human resources used in an organization or company are limited, productivity will also be limited along with their abilities and quality. Companies are required to obtain human resources so that the activities and goals of the company are achieved properly. In addition, companies must have human resources who have high knowledge and abilities in order to manage the company as effectively and efficiently as possible, and the company can compete with competitors. One of the human resources in the company is employees.

Employees can be interpreted as people who provide services to companies or organizations that need their services in performing. In the company, high employee performance is expected by the company in carrying out the tasks given. Employee performance is the result of work that has been achieved by an employee in an organization to achieve goals based on standardization or size and time that is adjusted to the type of work in accordance with the provisions and agreements that have been set (Edison, 2017: 200). Employee performance is an important thing and needs to be considered by companies, especially company leaders in order to survive in a global competition that is often changing or unstable.

Sedarmayanthi (2013: 260) states that performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of the work can be demonstrated in real terms both in terms of quality and quantity. Good and bad employee work results can be seen from the performance standards that have been set by the company. If the employee provides work according to the performance standards that have been set, then the employee's performance is classified as good. In addition, employees must be disciplined with their work and obey the rules that have been set in the company. For this reason, leadership is needed that is able to build from a leader in order to improve and improve employee performance. So with that can be seen from his leadership style.

The leadership style in a leader is useful for influencing the behavior and mindset of his employees so that they can carry out their duties to achieve common goals. This means that if the leadership style applied by the leader is more appropriate or better, then the employee's performance tends to be better as well. Thoha, (2014: 203) he revealed that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. Dreamers are role models in every organization. So that all the initial changes start from the leader first, then propagate to the employees. Companies also need leaders who are able to encourage and drive all aspects of change in the company.

Another factor that affects employee performance is getting better and more effective, it can also be seen from work discipline. Ardana et al, (2011:134) argue that work discipline is an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten and able to carry out them and not evading to accept the sanctions. Employee discipline is also absolutely necessary so that all activities that are being and will be carried out run according to the predetermined mechanism. With work discipline, employees will not take actions that can harm the company and can meet the company's target in obtaining profits.

PT. Dalani Terang Persada having its address at Jalan Wira Kencana VII No 17 Cipayung, East Jakarta City. Contractor is defined as a person or entity who accepts work and carry out work according to the costs that have been set based on drawings, plans, and regulations as well as the conditions set (Ervianto, 2015: 111). The field of work carried out by the company PT. Dalani Terang Persada is a building. Construction services is one of the industries that continues to grow along with the rapid development. The more advanced a company is, the more developed the construction service business, because the construction service business is one of the activities in the economic, social and cultural fields that has an important role in achieving various facilities to support the realization of development goals. Broadly speaking, the existence of construction service companies both on a small, medium and large scale has strategic value for Indonesia. Considering that its role is quite large and involves a large number of workers, it can be seen in the implementation of a development project

which continues to experience an increase in the workforce every year. In line with that, the number of workers from PT. Dalani Terang Persada also experienced an increase from 2018, with the following data:

**Table 1. Labor data of PT. Dalani Terang Persada**

No.	Year	Total Labor
1.	2018	18
2.	2019	23
3.	2020	30

From the table above it can be seen that PT. Dalani Terang Persada tends to increase the workforce every year. Therefore, it is necessary to know how the leadership style of a company leader influences the performance of his employees so that it continues to improve and develop, whether it is in the number of employees or the quality of performance that employees have for the company as well as knowing whether there is work discipline in employees that is applied in their performance. against the company.

## **2. Research Framework**

According to Widayat (2015: 110) the framework is a conceptual model of how theory relates to various factors that have been identified as important problems. The framework of thinking is useful to make it easier to understand the problem being studied and to direct research to solving the problems at hand. So, the author makes a framework of thought as follows: Every company must have a common goal to be achieved. Likewise with PT. Dalani Terang Persada who also has goals and targets to be achieved. To achieve this, effective and efficient steps are needed. This requires a superior or leader who has a leadership style that is in accordance with the company environment. Leadership style itself is a pattern of behavior that is displayed as a leader when trying to influence the behavior of others. According to Mahmudi's theory (2015:35) which states that one of the factors that influence performance is the leadership factor which includes quality in the form of encouragement, direction and support given by superiors to subordinates, namely employees of PT. Dalani Terang Persada. Discipline is the most important thing for employees of PT. Dalani Terang Persada in carrying out work within the company such as always being on time in completing company deadlines, keeping working hours and trying not to do permission if things don't happen that are not important or emergency. Work discipline is needed by every employee because with increasing work discipline, the performance produced by employees will be more leverage. A leader in a company is very important because a leader or superior who can apply a leadership style that suits the conditions and situations will increase the level of employee performance to the maximum. As with leadership styles, work discipline needs to be improved from within employees. Good and bad employee work discipline will have an impact on the employees themselves and the company where they work.

## **Hypothesis**

From the statements described above, the provisional statements that are taken as hypotheses and will be proven in testing the hypothesis are as follows:

H1: There is a positive and significant influence of Leadership Style on Employee Performance at PT. Dalani Terang Persada.

H2: There is a positive and significant influence of work discipline on employee performance at PT. Dalani Terang Persada.

H3: There is a joint influence of leadership style and work discipline on employee performance at PT. Dalani Bright Persada.

### **3. Result and Discussion**

#### **Partial Test**

The t-test aims to determine whether or not there is a partial (own) effect given by the independent variable (X) on the dependent variable (Y). If the value of the confidence level is  $\text{sig} < 0.05$  or  $t \text{ arithmetic} > t \text{ table}$  then there is an effect of variable X on variable Y. And if on the other hand there is no effect of variable X on variable Y. The results of the t test in this study can be seen in the table.

**Table 2. Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.831	3.129		2.502	.005
	Leadership Style	.158	.120	.208	2.320	.001
	Work Discipline	.531	.140	.598	3.793	.001

Based on the table above, it can be concluded that the significant value for the effect of X1, X2 on Y is as follows:

#### *Testing the first hypothesis (H1)*

It is known that the sig value for the effect of X1 on Y is  $0.01 < 0.05$  and the t arithmetic value is  $2.320 > t \text{ table } 2.051$ , so it can be concluded that H1 is accepted. Thus H0 is rejected, H1 is accepted, meaning that there is a significant effect between the independent variable (X1) on the dependent variable (Y).

#### *Testing the second hypothesis (H2)*

It is known that the sig value for the effect of X2 on Y is  $0.01 < 0.05$  and the value of t arithmetic is  $3.793 > t \text{ table } 2.051$ , so it can be concluded that H2 is accepted. Thus H0 is rejected, H1 is accepted, meaning that there is a significant effect between the independent variable (X2) on the dependent variable (Y).

T table formula:

$$t = (a/2 ; n-k-1)$$

Information :

$\alpha = \text{confidence level } (0.05)/2 = 0.025$   $n = 30$

$k = \text{Number of variables } (2)$   $1 = \text{formula}$

$t = (0.05/2 ; 30-2-1 = 0.025 ; 27)$

### Simultaneous Test

**Table 3. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.729	2	47.864	15.830	.000 <sup>b</sup>
	Residual	81.638	27	3.024		
	Total	177.367	29			

Based on the table above, it is known that the significant values for the effect of X1 and X2 on Y are as follows:

Third hypothesis testing (H3)

Based on the output above, it is known that the significant value for the effect of X1 and X2 simultaneously on Y is  $0.000 < 0.05$  and the value of f count is  $15,830 > f \text{ table } 3.35$ , so that H3 is accepted, meaning that there is a significant effect on the independent variables (X1) and (X2) simultaneously (together). -same) to the dependent variable (Y).

F formula:

$$F = (k ; n-k-1)$$

$k = \text{Variables}$

$n = \text{Total Respondent}$

$F = (k ; n-k) = (2 ; 30-2 = 27).$

### Coefficient Of Determination

The correlation and determination test process are carried out using the SPSS 24 application calculation as follows:

**Table 4. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 <sup>a</sup>	.540	.506	1.73886

From the results of the table above explains the summary of the model to determine the magnitude of the influence of Leadership Style and Work Discipline on Employee Performance, it can be seen from the results of the multiple correlation value (R), the coefficient of determination (R Square), the adjusted coefficient of determination (Adjusted R Square). ) and the size of the prediction error ( Std. Error of the Estimate).

R in the multiple correlation test value is the correlation between two or more independent variables on the dependent variable. The value of R ranges from 0 to 1, if it is close to 1 then the relationship is getting closer, but if it is close to 0 then the relationship is getting weaker. The R number obtained is 0.735, which means that the level of the relationship is strong. R Square (R<sup>2</sup>) or the square of R, which shows the coefficient of determination test. This figure will be changed in the form of percent, which means the percentage contribution of the influence of the independent variable on the dependent variable. The R<sup>2</sup> value obtained is 0.540, which means that the percentage is considered a moderate level of relationship and is converted in the form of a percentage to 54.0%. So, the leadership style and work discipline have an influence of 54.0% on employee performance, while other factors outside the independent variables (leadership style and work discipline) have an influence of 46.0%.

### **Hypothesis Test Results**

Based on the hypothesis testing that has been done, it is described as follows: In the t test table, there are X1 against Y and X2 against Y. Each has different results, so the summary is X1 with a sig value of  $0.01 < 0.05$  and a t value of  $2.320 > t \text{ table } 2.051$ , so it can be concluded that H1 is accepted it means that there is an effect of X1 on Y. Then X2 is equal to the value of sig  $0.01 < 0.05$  and the value of t count is  $3.793 > t \text{ table } 2.051$ , so it can be concluded that H2 is accepted meaning that there is an effect of X2 on Y. In the F test table, it is known that the sig value is  $0.000 < 0.05$  and the f calculated value is  $15,830 > f \text{ table } 3.35$ , so that H3 is accepted, meaning that there is an effect of the variables X1 and X2 simultaneously (together) on Y. Meanwhile, the R value (correlation test) is 0.735. Then the value of the R square (test of determination) which is the result of squaring the R value of 0.540 or 54.0%, where leadership style and work discipline have an influence of 54.0% on employee performance, while other factors outside the independent variable (style leadership and work discipline) has an influence of 46.0%.

### **4. Conclusion**

In this study, researchers aimed to examine the effect of Leadership Style, Work Discipline on Employee Performance at PT. Dalani Terang Persada. Based on the results of the analysis carried out, the conclusions regarding the results of the study are as follows. Leadership style has a positive and significant effect on the performance of employees of PT. Dalani Terang Persada. Summary of research results on the first hypothesis (H1) It is known that the sig value for the effect of X1 (leadership style) on Y is  $0.01 < 0.05$  and the t value is  $2.320 > t \text{ table } 2.051$ , so it can be concluded that H1 is accepted. Thus H0 is rejected, H1 is accepted, meaning that there is a significant effect between the independent variable (X1) on the dependent variable (Y).

Work Discipline has a positive and significant effect on the performance of employees of PT. Dalani Terang Persada. Summary of research results on the second hypothesis (H2). It is known that the sig value for the effect of X2 (Work Discipline) on Y (Employee Performance) is  $0.01 < 0.05$  and the t value is  $3.793 > t \text{ table } 2.051$ , so it can be concluded that H2 is accepted. Thus H0 is rejected, H2 is accepted, meaning that there is a significant effect between the independent variable (X2) on the dependent variable (Y).

Leadership style and work discipline have a positive effect on the performance of PT. Dalani Terang Persada. The summary of the results of the research on the third hypothesis (H3) is known for the effect of X1 and X2 (Leadership Style and Work Discipline) simultaneously on Y (Employee Performance) of  $0.000 < 0.05$  and the value of f count  $15,830 > f \text{ table } 3.35$ , so that H3 is accepted, meaning that there is an influence variables X1 (Leadership style) and X2 (Work discipline) simultaneously (together) to Y (Employee performance).

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