

INFLUENCE LEADERSHIP STYLE AND WORK DISCIPLINE TOWARDS WORK PERFORMANCE EMPLOYEES

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Abstract: This research was conducted to determine the influence of work discipline and leadership style on employee performance. The study was conducted at PDAM Tirta Griya Nata Cirebon with a total sample of 66 respondents. The determination of respondents selected through the Probability Sampling technique with the type of sample is Random Sampling. Probability sampling is a technique that provides an equal opportunity for each element (member) of a population to be selected as a member of the sample. The data analysis method uses validity, reliability, classical assumptions, regression analysis, as well as t-tests and F- tests processed through the IBM SPSS 23 (Special Package For Statistical Science) application. The results of the study partially showed that there was a significant positive influence of leadership style and work discipline on employee performance, simultaneously there was a significant positive influence of 27.5% between the variables of leadership style and work discipline on employee performance, and the rest was influenced by 72.5% by other factors. For PDAM Tirta Griya Nata Cirebon, it is important to pay attention to the leadership style given to employees and improve employee work discipline in order to create high employee performance and have a good impact on PDAM Tirta Griya Nata Cirebon

Keywords: *Motivation, Discipline, Work Productivity*

1. Introduction

Human Resources (HR) is the main component in all company activities. The organization does not run in the absence of human resources, because in achieving goals and the success of the organization, HR has a very important function in carrying out the elements contained in the organization. Having quality human resources is something important in determining the success of a company. The company must be able to retain employees who have competence so that the company can achieve its goals.

The benchmark in achieving the goals of a company or organization is the work performance of the employee. An employee is a person who works for a company, organization or business entity and earns wages for the services that have been performed. Every company needs employees as personnel who carry out every activity in the company or organization. Without sophisticated machines, the company can still continue to operate manually, but without employees, the company will not be able to run as it should.

Work performance is the result of work achieved by employees in terms of their personal characteristics and perceptions of their role in the job, or in the form of separate assessments in carrying out and improving their work programs. The most important thing in the company

is to improve work performance to achieve the goals of a company. Work performance assessment is a process of evaluating or assessing employee work performance. Employees can be said to have good work performance if they can provide the best results for their work to achieve or exceed the standards or criteria set by the company.

Some factors that can affect work performance are leadership style and work discipline. With a good leadership style and work discipline, later employees will be able to work better so that work achievements can be achieved. In general, leadership style can be interpreted as a driver that makes an employee willing to work or perform a certain action. The willingness of a person who will encourage to act is a well-done leadership style. Any behavior carried out by a person in general is as a result of the leadership style of a loyal and good leader.

Leaders are basically people who have the ability to mobilize all resources (especially humans) to work together to achieve goals. This leadership is not merely acquired because of a position. However, leadership style refers to the characteristic behavior of the leader when directing, motivating, binging, and cultivating a group of people so that employee achievements are realized properly and the company runs as desired. Singodiemodjo in Sutrisno (2020) suggests that discipline is an attitude of a person's willingness and willingness to obey and obey the norms of the regulations that apply around him. Discipline is a tool that managers use to communicate with their employees so that they are willing to change a behavior in an effort to increase one's awareness and willingness to obey all applicable organizational rules and norms. Good work discipline is the expectation of organizational leaders in order to achieve company goals, where work discipline serves as the main guideline for employees in carrying out their duties.

Next, there is employee work discipline, work discipline is the existence of order and smoothness in a company to obtain optimal results, namely by enforcing work discipline. The discipline of the work of employees will have an impact on a pleasant working atmosphere. This certainly becomes more enthusiastic in completing the work well. Work discipline is something that is very important for the growth of the organization / company, especially used to build achievements and motivation of employees to discipline themselves in carrying out work both individually and in groups.

Discipline is also useful for educating employees in complying with and enjoying existing regulations, procedures, and policies so as to produce good performance. But not a few also can bear to be in a corporate environment that does not obey discipline. For this reason, we need to understand together so that work discipline can be applied and accepted by profession in the company. That way, the world of work, the pretending of employee work to the organization is very important. Because if the human resources called karyawan or outstanding workforce in the organization, they will become more productive.

Based on the results of interviews at the PDAM Tirta Giri Nata regional company in Cirebon City, it can be seen that several problems or phenomena are the cause of low employee work performance. This can be seen from several phenomena that occur including: employee discipline that is still not good or optimal, for example, there are still delays when entering work, this results in poor employee performance due to lack of discipline of the employees themselves. This results in poor employee performance due to the lack of employee discipline towards their work.

The phenomenon that occurs in employee work performance, the cause of non-optimal employee work performance at PDAM Tirta Giri Nata Cirebon City Can be seen by the data on the assessment of pegawai i work performance at PDAM Tirta Giri Nata Cirebon City as follows:

Table 1.

Assessment of work performance of PDAM Tirta Giri Nata employees in Cirebon City

Number of employees	Assessment report Achievement	Year 2020	Year 2021
190	Service orientation	72%	74%
190	Integrity	71%	70%
190	Commitment	78%	85%
190	Collaborate	75%	78%
190	Discipline	75%	74%
190	Leadership	80%	82%

Source: PDAM Kota Cirebon

The table above shows the results of the assessment of employee work performance can be said to be low, on cooperation, commitment, discipline. It can be interpreted that employees are unable to choose work priorities that should be their work and have difficulty managing the time the work done is less than optimal. In this case, the company immediately finds a solution so that the problem is overcome so that employees can work optimally at work.

The phenomenon of leadership style that occurs at PDAM Tirta Giri Nata Cirebon City shows that leadership style creates a lot of influence on its employees for the sake of the running and running of the company. This is seen in terms of the productivity of its employees who are still lacking in contributing to the company resulting in less than optimal discipline and employee work performance. So the leadership style that occurs in the company is still not good because there are still many employees who are less productive. The phenomenon of work discipline that occurs at PDAM Tirta Giri Nata Cirebon City is based on employee attendance data, as shown in the table below:

Table 2.

Karyawan Attendance Data 2020 – 2021

Month	Year	Number of employees	Absence	Delay	Go home fast
December	2020	190	10%	17%	10%
January	2021	190	15%	5%	5%
February	2021	190	20%	10%	5%

Source: PDAM Kota Cirebon

Based on the table above, there are employees who are absent, late, and return home quickly without unclear information. It can be seen from the ups and downs of the attendance list every month, it causes low employee discipline which results in decreased work performance. To create work achievements is not easy, of course, by strengthening and improving the organization's resources. Because if the organizational culture is good, human resources in the organization can achieve the vision and mission, as well as the tasks and goals of the organization, and create job satisfaction in employees.

Furthermore, supported by previous research conducted by Tanjung (2015) There is an influence of work discipline variables (X1) and work motivation (X2) on work performance (Y) indicated by a correlation (rxy) of 0.819. While the R-square is 0.670 or 67%, indicating

that about 67% of variable Y (work performance) can be explained by the variables of work discipline (X1) and work motivation (X2), or practically it can be said that the contribution of work discipline (X1) and work motivation (X2) to work performance (Y) is 67% the remaining 33% is influenced by other variables that were not studied. According to Hasibuan (2010) stated that if the employee's work performance after participating in the development, both the quality and quantity of work will increase. According to the results of an earlier study conducted by Sepang, Mekkel, and Lagale (2014) which stated that the results of the third hypothesis test conducted by researchers obtained the results that work discipline statistically had a positive effect on work performance at PT PLN (Persero) manado area.

Next, the results of previous research conducted by Sipahelut, Erari, and Rumanta (2021) In the equation, it can be seen that the regression coefficient of work discipline (X1) is positive, meaning that the higher the work discipline that employees have, the better their work performance will be. Then the work ethic (X2) also has a positive coefficient, meaning that the higher the employee's work ethic, the better his work performance. Finally, the work environment (X3) has a positive coefficient, meaning that the more comfortable the environment will make employee performance better. The results of the regression analysis in table 5 showed that the labor discipline variable had a statistical r value of $4.212 > t_{table}$ (1.996) and a significance value of $0.000 < 0.05$. Thus, work discipline affects the work performance of employees. So that the first hypothesis that states that work discipline affects the work performance of employees, is accepted.

Next, the most important research conducted by Arsid and Sutoro (2022) showed that the value of the contribution of work stress variables and work discipline to work performance was 0.252. This means that work stress and work discipline have the ability to explain the work performance variable by 25.2% while the remaining 74.8% is explained by other variables outside this study. Nailin The Effect of Discipline (X1) on Work Performance (Y) The coefficient of the discipline variable (X1) is 0.371 meaning that if the discipline is better the work performance will be 2. Effect of Career Development (X1) On Job Performance (X2) The coefficient of career development (X2) is 0.352 meaning that if career development increases it can enhance career development with a coefficient of 0.352. increases with a coefficient of 0.371 The effect of discipline (X1) on work performance (Y) Based on the table above it can be seen that the tuba of the discipline variable (X2) is 2.164 and the ttable value is 2.036 the value of the tcount $> t_{table}$ ($2.164 > 2.036$). At the rate of $\alpha = 5\%$, with a significance value of $< \alpha$ ($0.038 < 0.05$), then H_0 is rejected and H_a is accepted which means that there is a significant disciplinary influence on work performance. 2. The effect of career development (X2) on work performance (Y) Based on the table above, it can be seen that the tritmatrics of the career development variable (X3) is 2,092 and the value of 2,036 is the value of the tcount $> t_{table}$ ($2,092 > 2,036$). At the level of $\alpha = 5\%$, with a significance value of $< \alpha$ ($0.044 < 0.05$), then H_0 is rejected and H_a is accepted which means that there is a significant influence of career development on work performance.

And previous research conducted by Arif, Maulana, and Lesmana (2020) There was a positive influence of the Work Discipline variable on the Employee Work Performance variable which was shown by the calculation $(4,697) > t_{table}$ (1,997) with a significance value of $0.000 < 0.05$. With a relationship like this, it is contained that the higher (Work Discipline) the higher it will be (Employee Work Performance). Meanwhile, the results of research by Lubis and Susanti (2019) also concluded that Leadership Style has a significant effect on work performance at PT. Japfa Comfeed Indonesia Tbk Padang because of the significance figure of $0.010 < 0.05$, it can be concluded that the Kep Style of Leadership

partially has a significant effect on work performance at Japfa Comfeed Indonesia Tbk Padang (H1 received).

PDAM as one of the government agencies in the form of BUMD (Regionally Owned Enterprises) which has types of services included in the group of goods services, namely services that produce various forms / types of goods in terms of providing clean water. Drinking water company (PDAM) Tirta Giri Nata Cirebon City as one of the regionally owned businesses that has the task and obligation to manage clean water for the benefit of the community. At PDAM Tirta Giri Nata Cirebon City with the work achievements of employees, you can find out the various employee achievements that have been done for PDAM Tirta Giri Nata Cirebon City. A good leadership style and work discipline will provide achievements or achievements to employees increased with morale, discipline and loyal behavior of the leader towards employees will lead to good work performance. In order for the company to take place and its maximum and expected achievements

2. Research Methods

The research method used in this study uses quantitative research methods with measurements using a *likert* scale. The population used in this study was permanent employees who worked at the Regional Drinking Water Company (PDAM) Tirta GiriNa ta Cirebon City which amounted to 190 people and took the population based on the slovin formula with an error rate of 10% so that 66 respondents were obtained. Data collection techniques used by researchers on the object of study include field studies, interviews, questionnaires and literature studies. The data analysis method used is multiple linear regression analysis using the help of the SPSS application.

3. Results and Discussion

3.1. Result

3.1.1. Multiple Linear Regression Analysis

Table 3.

Multiple linear regression analysis

Coefficient ^a	Non-Standard Coefficient		Standard Coefficient		Sig.
	B	Std. Error	Beta	t	
Pattern					
1 (Constant)	10.434	2.967		3.517	.001
Leadership Style	.156	.068	.278	2.305	.024
Work Discipline	.342	.117	.353	2.924	.005

a. Dependent Variables: TOTAL_Y

Based on the above output, a regression equation is obtained, as follows:

$$Y = a - b_1 X_1 + b_2 X_2$$

$$Y = 10,434 + 0.156 x_1 + 0.342 x_2$$

The regression equation above shows the direction of each independent variable to the dependent variable and can be described as follows:

1. A constant value of 10.434 means that if Leadership Style (X1) and Work Discipline (X2) the value is 0.342. Maka Work Performance (Y) the value is 10,434.
2. Based on the equation above, it shows that if the Leadership Style is increased by one unit, Work Performance will increase by 0.342 at a constant of 10.434.

3. Based on the equation above, it shows that if the Leadership Style is increased by one unit, Work Achievement will increase by 0.156 at a constant of 10.434.

3.1.2. Coefficient of determination

Table 4. Coefficient of determination

Model Summary				
Pattern	R	R Square	Customized R Square	Std. Estimation Error
1	.546 ^a	.298	.275	2.127
a. Predictor: (Constant), Work Discipline, Leadership Style				

Based on table 4. shows an Adjusted R Square value of 0.275, meaning that the presentation of the influence of Leadership Style and Work Discipline together on Work Achievement is 27.5% and the remaining 72.5% of Work Achievement is influenced by other factors outside the object of study.

3.1.3. Test the Hypothesis

a) t test (Partial)

1. Test t Influence of Leadership Style (X_1) On Work Pr (Y)

Table 5. Effect of Work Motivation (x_1) on Work Productivity (Y)

Coefficient ^a					
Pattern		Non-Standard Coefficient		Standard Coefficient	
		B	Std. Error	Beta	
1	(Constant)	15.037	2.660		5.654 .000
	Leadership Style	.252	.063	.450	4.030 .000
a. Dependent Variable: Work Performance					

Based on table 4.23 it can be seen that the calculated t value for the leadership style variable is 4.030 while the table t value at the degree of freedom (et al) = 6 6-2 = 64 and the significant level = 0.05 is obtained the table t value of 1.6 6901. Thus it can be concluded that $t_{\text{calculate}} > t_{\text{table}}$ is 4.030 > 1.6 6901 and the sig.t value is 0.000 < 0.05. So H_0 is rejected and H_a is accepted, meaning that there is an influence of leadership style on work performance. This shows that the first hypothesis regarding leadership style has been tested. The description can be spelled out in the area of acceptance and rejection of the hypothesis with the following figure:

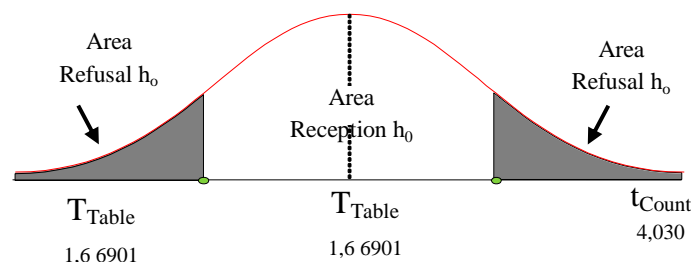


Figure 1.

Areas of Acceptance and Rejection of Leadership Style Hypotheses

2. Test t Effect of Work Discipline (X_2) On Work Productivity (Y)

Table 6. Effect of Work Discipline (X_2) On Work Prestasi (Y)

Coefficient ^a					
Pattern	Non-Standard Coefficient		Standard Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.713	2.690		5.097	.000
Work Discipline	.473	.106	.488	4.477	.000
a. Dependent Variable: Work Performance					

Based on table 7. It can be seen that the calculated t value for the work discipline variable is 4.477 while the table t value at the degree of freedom (et al) = $66 - 2 = 64$ and the significant level = 0.05 is obtained the table t value of 1.66901. Thus it can be concluded that $t_{\text{count}} > t_{\text{table}}$ is $4.477 > 1.66901$ and sig.t value $0.000 < 0.05$. So that H_0 is rejected and H_a is accepted, meaning that there is an influence of work discipline on work performance. This shows that the second hypothesis regarding work discipline has been tested. The description can be spelled out in the area of acceptance and rejection of the hypothesis with the following figure:

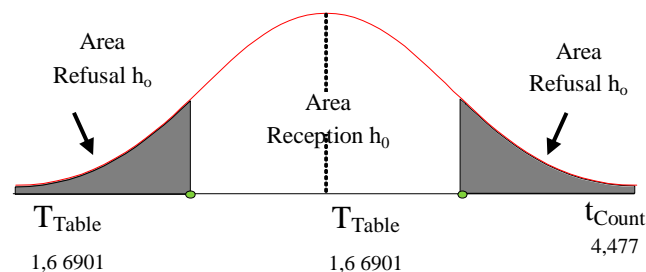


Figure 2.

Areas of Acceptance and Rejection of Hypotheses Work Discipline

b) F Test (Simultaneous)

Table 7. F test (simultaneous)

ANOVA ^a						
Pattern		Number of Boxes	Df	Mean Squared	F	Sig.
1	Regression	120.858	2	60.429	13.354	.000 ^b
	Remnant	285.081	63	4.525		
	Entire	405.939	65			
a. Dependent Variable: Work Performance						
b. Predictor: (Constant), Work Discipline, Leadership Style						

From the output results above, the calculated f value is 13.354 with a significant value of 0.000 and the f value of the table is 3.14. This is evidenced by the sig value of $0.000 < 0.05$ and the calculated f value $> f_{\text{of the table}}$ which is $13.354 > 3.14$. This means that statistically the variables of leadership style and work discipline together have a positive and significant influence on work performance.

The picture of the receiving area and the hypothesis is as follows:

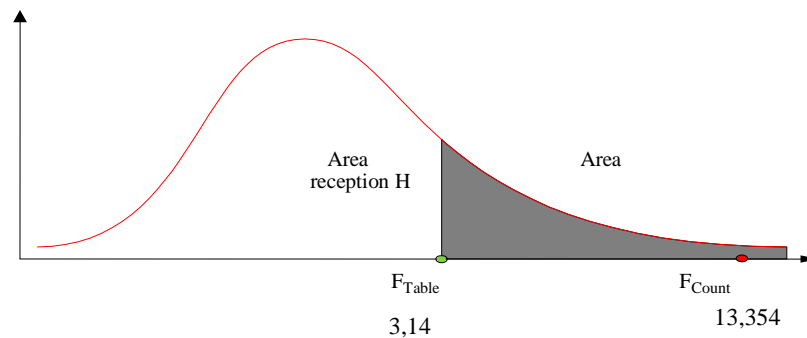


Figure 3.
 Area of Acceptance and Rejection of Hypothesis F (Simultaneous)

3.2. Discussion

Influence of Leadership Style (X_1) On Work Pr (Y)

From the results of the tests that have been carried out, the results were obtained that Leadership Style (X_1) has a positive and significant effect on Work Prstasi (Y) with a calculated t value = 4.030 while the table t value on freedom (df) = 66 – 2 = 64 and the level of significance of $\alpha = 0.05$ is 1.66901, then the calculated t value of 4.030 > the table t value 1.66901 t_{table} . In addition, Judging from the *P-Value* (Sig.T) of $0.000 < 0.05$, it means significant.

From table 4.18, it can be seen that for the leadership style variable, the lowest average value is in statement number 4 with a score of 4.15, namely the leader can be trusted by employees to achieve organizational or company goals. And the highest average score is found in statement number 1, with an average score of 4.56, that is, the leader can encourage the potential of his employees or their bottom to be better.

Leadership style must be considered by PDAM Tirta Giri Nata Cirebon City because it can affect work performance, based on the results of the frequency distribution, there are components that must be maintained so that the leadership style can maintain the level of employee work performance to increase. This is in line with previous research conducted by Effendy and Fitria (2020) entitled "The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance (Case Study of PT. Modern Land Realty, TBK)".

Effect of Work Discipline (X_2) on Work Prestasi (Y)

From the results of the test discussion carried out, the results were obtained that Work Discipline (X_2) had a positive and significant effect on Work Performance (Y) with a calculated t value = 4.477 while the table t value on freedom (df) = 66 – 2 = 64 and a significant level = 0.05 of 1.66901, then the calculated t value of $\alpha 4.477 >$ the table t value of 1.66901 t_{table} in addition, Judging from the *P-Value* (Sig.T) of $0.000 < 0.05$, it means significant.

From table 4.19, it can be seen that for the work discipline variable, the lowest average value is in statement number 5 with a score of 4.11, namely that I am present on time, and for the highest average score is found in statement number 1, with an average score of 4.35, namely I obey the rules that apply in the company. Another thing that must be considered besides leadership style is work discipline, because employee work discipline has a positive effect on work performance at PDAM Tirta Giri Nata Cirebon City, as evidenced by the presence of components in the indicators that must be maintained by the company. This is in

line with previous research conducted by Tanjung (2015) entitled "The influence of work discipline and work motivation on employee work performance in the social service and labor of medan city" in addition to the research of Rahmawati, Hamid, and Utami (2013) also concluded that the results of the t test obtained that the value of signification of 0.001 is less than α 0.05 and the value of $\text{Sig } t \leq \text{sig. } \alpha$ then H_0 is rejected, then decision H_0 is rejected. This indicates that work discipline (X_1) affects the employee's work performance (Y).

Influence of Leadership Style (X_1) and Work Discipline (X_2) On Work Pr (Y)

Based on the results of the determination efficiency, an Adjusted R Square (R^2) value of 0.275 was obtained, indicating that the magnitude of the influence of leadership style variables and work discipline together on work performance was 27.5%. The remaining 72.7% can be influenced by other factors. In addition, the results of the F test (simultaneous) also prove that the leader can be trusted by employees to achieve organizational or company goals and I was present on time together affecting the employee's work performance with a calculated F value of $13,354 > F$ table of 3.14. This means that there is an influence between leadership style and work discipline together on work performance.

Work performance is something that must be considered by the company or organization, because the ups and downs in the level of employee work performance can affect the development of a company in overcoming HR problems. This is also related to PDAM Tirta Giri Nata Cirebon City. This is in line with previous research conducted by Suharyono and Ali (2015) which stated that the results of hypothesis testing have proven that there is an influence between motivation, discipline, and leadership simultaneously (together) a significant effect on employee work performance in the Social Service of Manpower and Transmigration of Batang Hari Regency. Judging from the results of the data calculation in Table 4.9, it can be seen that F count by = 26.228 while at a confidence level of 95% ($\alpha = 5\%$) and $df = 3: 65$ obtained the value of $F_{table} = 2.76$ so that $F_{hitung} > F_{table}$ and a significant value of $0.000 < \text{from } 0.05$ means H_0 is rejected. So motivation, discipline, and leadership style simultaneously (together) have a significant effect on employee work performance, so the k etiga hypothesis is accepted because it is proven.

4. Conclusion

Based on the results of data analysis and discussion that have been described in the previous chapter regarding the influence of leadership style and work discipline on the work performance of PDAM Tirta Giri Nata Cirebon City employees, it can be concluded as follows:

- 1) Leadership style (X_1) partially has a positive and significant effect on work performance (Y) on PDAM Tirta Giri Nata Cirebon City employees. This means that the higher the level of leadership style given by the leader or company to employees, the higher the employee's work performance will be. This can be proven by the results of the t test analysis which shows that $t \text{ counts} > t \text{ table}$.
- 2) Work discipline (X_2) partially affects work performance (Y) on PDAM Tirta Giri Nata Cirebon City employees. This means that the higher the level of employee work discipline towards the organization, the higher the employee's work performance. This can be proven by the results of the t test analysis which shows that $t \text{ counts} > t \text{ table}$.
- 3) Leadership style (X_1) and work discipline (X_2) simultaneously or together have a positive and significant effect on work performance (Y) in PDAM Tirta Giri Nata Kota Cirebon employees. This means that the higher the level of leadership style and work discipline in

the company, the higher the work performance of its employees. This can be proven by the results of the analysis of the f test which shows that $f_{count} > f_{table}$.

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