

## THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Deny Sudrajat<sup>1\*</sup>, Sugeng Siswondo<sup>2</sup>, Yhonanda Harsono<sup>3</sup>, Otto Fajarianto<sup>4</sup>

Politeknik LP3I Jakarta, Jakarta, Indonesia<sup>1</sup>

Universitas Muhammadiyah Tangerang, Tangerang, Indonesia<sup>2</sup>

Universitas Pamulang, Tangerang Selatan, Indonesia<sup>3</sup>

Universitas Negeri Malang, Indonesia<sup>4</sup>

Email: [denysudrajat1969@gmail.com](mailto:denysudrajat1969@gmail.com)<sup>1\*</sup>, [siswondosugeng334@gmail.com](mailto:siswondosugeng334@gmail.com)<sup>2</sup>, [yhonanda2906@gmail.com](mailto:yhonanda2906@gmail.com)<sup>3</sup>, [otto.fajarianto.fip@um.ac.id](mailto:otto.fajarianto.fip@um.ac.id)<sup>4</sup>

**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.

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

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## 1. Introduction

### 1.1 Research Background

Transformation is the first step that is currently often echoed and is taking place 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 foundation 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 the company's performance in achieving the goals set, as Hasibuan (2016: 11) states that goals are impossible to achieve without the active role of employees. Even though the tools owned by the company are so sophisticated." Therefore, the success of a company does not only depend on the company's technology, but also depends on the aspect of human resources owned by the company. 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 (*Training*) and followed up on post-training (*Coaching*) so we also indirectly become Partners (*Partners*) for partner clients in developing Human Capital (*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 their leadership style also varies according to the circumstances at hand.

## **1.2 Formulation of the problem**

Based on the research background described above, the authors formulate the problem as follows:

1. How does the influence of leadership style on employee performance at PT. Chakra Lestari Sejahtera in Jakarta partiallyly?
2. What is the influence of work discipline on employee performance at PT. Chakra Lestari Sejahtera in Jakarta partiallyly?
3. How does the influence of leadership style and work discipline on employee performance at PT. Chakra Lestari Sejahtera in South Jakarta simultaneously?

## **1.3 Research purposes**

The objectives of this study include:

1. To determine the effect of leadership style on employee performance at PT. Chakra Lestari Sejahtera in Jakarta partiallyly?
2. To determine the effect of work discipline on employee performance at PT. Chakra Lestari Sejahtera in Jakarta partiallyly?
3. To determine the effect of leadership style and work discipline on employee performance at PT. Chakra Lestari Sejahtera in South Jakarta simultaneously?

## **1.4 Benefits of research**

### **Theoretical benefits**

The research results are expected to be input and reference material for PT. Chakra Lestari Sejahtera in establishing policies especially those related to the leadership style applied to PT. Chakra Lestari Sejahtera in the future.

## **Practical Benefits**

The results of this study can be added to the literature and reference reading material on the issue of Leadership Style and Work Discipline in order to encourage human resources to work even better and the results of this study are expected to add to the completeness of student research results which can be a consideration for researchers with problems that The same. With this research, it is hoped that the theory that has been obtained in college can be applied to the actual situation and to fulfill one of the requirements for obtaining a Bachelor of Economics degree at Pamulang University.

## **2. Research Method**

### **2.1 Types of research**

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.

### **2.2 Place and time of research**

#### **Research Place**

This research was conducted at PT. Chakra Lestari Sejahtera at the Workshop address Jl. Fresh Nature I No. 33 (Lt.2) Pondok Indah, South Jakarta 12310. Contact [Info@chakralestari.com](mailto:Info@chakralestari.com). Ph/Fax 021-29125995

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.

The explanation of each variable is as follows:

#### **Independent or Free Variables (X1 and X2)**

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. The independent variable is the variable that is measured or selected by the researcher to determine its relationship with an observed symptom. The independent variables examined in this study include:

1. Leadership Style (X1)

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) Disposition.

2. Work Discipline (X2)

Work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior 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.

### **2.3 Population and Sample.**

#### **Population**

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.

#### **Sample**

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.

### **2.4 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 that it can be proven, developed a knowledge so that it can be used to solve and anticipate problems.

The data collection methods used in this research are as follows:

#### **Primary Method**

Primary sources are data sources that directly provide data to data collectors related to the object of research.

##### **1. Observation**

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.

##### **2. Questionnaire**

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 if the researcher knows with whom the variables will be measured and what is expected of the respondents." 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).

#### **Secondary Method**

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.

1. Documentation

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.

2. Library Studies

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**

#### **3.1. Result**

##### **Overview of PT. Prosperous Sustainable Chakra**

##### ***Brief History of PT. Prosperous Sustainable Chakra***

PT. Chakra Lestari Sejahtera, is a company engaged in consulting. PT. Chakra Lestari Sejahtera has clients, namely: 1. Bank Indonesia 2. Financial Services Authority 3. Fiberstar Connecting Indonesia 4. Manulife Asset Management 5. Telkomsel 6. Daihatsu. PT. Chakra Lestari Sejahtera 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. The existence of our goal is to assist Partners (Clients) in develop organizational capital. Business Entity PT. Chakra Lestari Sejahtera with Deed number 29 February Number: 01. -2016. Workshop address Jl. Fresh Nature I No. 33 (Lt 2) Pondok Indah, South Jakarta 12310 . Contact [Info@chakralestari.com](mailto:Info@chakralestari.com). Ph/Fax 021-29125995.

##### ***Vision and Mission of PT. Prosperous Sustainable Chakra***

1. Vision: to be one of the Inspiring, Creative and Qualified National Consulting Service Companies in providing services in the service sector.
2. Mission:
  - a. Improving the Quality and Quality of Human Resources (HR) in a career so that they are able to make a superior agency.
  - b. Collaborate and synergize with various institutions and other companies to improve performance and good service.
  - c. Providing solutions for agencies and companies in developing Human Capital The organization.

#### **3.2. Discussion**

##### **Descriptive 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.

1. The circumstances or criteria for the object under study 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 to be able to 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.

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

3. 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.

#### **4. Conclusion**

Discussion on Verification (Quantitative) Discussion on verification is intended to discuss matters of influence and its significance as well as, discussion of the linkages of supporting theories that are aligned with the results of data processing.

1. 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 determination value 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 partially significant effect between 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.
2. The Effect of Work Discipline (X2) on Employee Performance (Y) Based on statistical results, the adj correlation coefficient is 0.269 meaning that the two variables have a low level of influence. The determination value or contribution to the effect of work discipline (X2) on employee performance (Y) is 0.269 or 26.9% while the remaining 73.1% is influenced by factors other. 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 significant influence partially between disciplines work on employee performance at PT. Prosperous Sustainable Chakra

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.

3. The Effect of Leadership Style (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  $Y = 9.759 + 0.495X1 + 0.269X2$ . The hypothesis test obtained calculated F value  $> F_{table}$  or  $(28.603 > 2.790)$ , this is also reinforced by the probability significance  $0.000 < 0.05$ . 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.

This research is in line with previous research conducted by Elliya Effendi, Journal of Ecoment Global P-ISSN : 2540-816X E-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.

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