

THE EFFECT OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE (CASE STUDY OF THE KARYA MANDIRI COOPERATIVE, WEST BANDUNG REGENCY)

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ABSTRACT

This study aims to determine the effect of leadership style and work discipline partially and simultaneously on employee performance at the Karya Mandiri Cooperative, West Bandung Regency. The approach used in this study is a descriptive approach, the sample of this study was taken from the entire population of employees at the Karya Mandiri Cooperative, which totaled 37 employees. Data collection techniques used by the method of questionnaires and interviews. The data analysis technique in this study uses multiple linear regression, as well as the coefficient of determination. The results of this study indicate that partially, leadership style has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Simultaneously, leadership style and work discipline have a positive and significant effect on employee performance at the Karya Mandiri Cooperative, West Bandung Regency.

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1. INTRODUCTION

Running an organization cannot be separated from the contribution of employees in achieving organizational goals, that human resources in this era are increasingly playing a bigger role in achieving organizational goals. Every organization will constantly attempt to work on the exhibition of its representatives, with the expectation that the objectives of the organization will be carried out. When the human resources owned are of good quality, the performance of the employees provided will be good so that it will support organizational performance. The definition of performance as used by Moehariono (2012) is an illustration of the degree of accomplishment implementation of a program of activities or policies in achieving the organization's goals, objectives, vision, and mission, as outlined in its strategic planning. Factors affecting employee performance Researchers focus on initiative style and work discipline as representative execution factors. According to (Ardana, 2012) leadership style is a pattern of behavior of a leader shown by the leader in influencing others. Then, according to (Sinambela, 2017) a person's ability to work consistently, diligently, and continuously in accordance with applicable rules without violating predetermined rules is known as work discipline.

Based on the explanation or description above, the researcher is interested in conducting research with the title "The Effect Of Leadership Style And Work Discipline On Employee Performance (Case Study Of The Karya Mandiri Cooperative, West Bandung Regency)".

2. LITERATURE REVIEW

Table 1. Dimensions

"Source	Dimensions
Thoha (2015:52)	<ul style="list-style-type: none"> • Innovative • Communicator • Motivator • Controller
Bass and Avolio (2016)	<ul style="list-style-type: none"> • Idealized Influence • Inspirational Motivation • Intellectual Stimulation • Individualized Consideration"

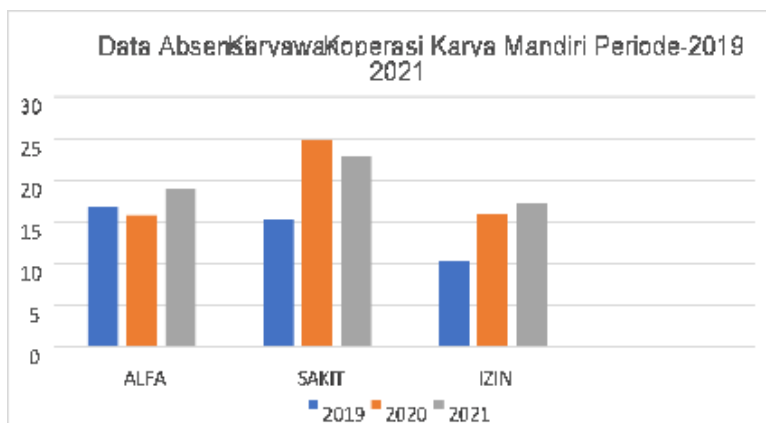


Figure 1 Employee Attendance Data for the Karya Mandiri Cooperative for the 2019 Period
Source: Recapitulation of Presence and Attendance of the Karya Mandiri Cooperative

Based on observations of the condition of some employees do not comply with the rules set. This should be visible that there are still representatives who arrive behind schedule to work, this shows that some employees still lack a sense of responsibility, starting from attendance and responsibility for their work.

Research Hypothesis

Every leader has his own leadership style. How leaders move their employees to achieve organizational goals is greatly influenced by leadership style. The examination structure is an idea of how the hypothesis connects with different elements that have been recognized as significant issues. The research framework is useful for making it easier to understand the problems being researched and directing research to solving the problems being faced. So the authors create a research framework as follows:

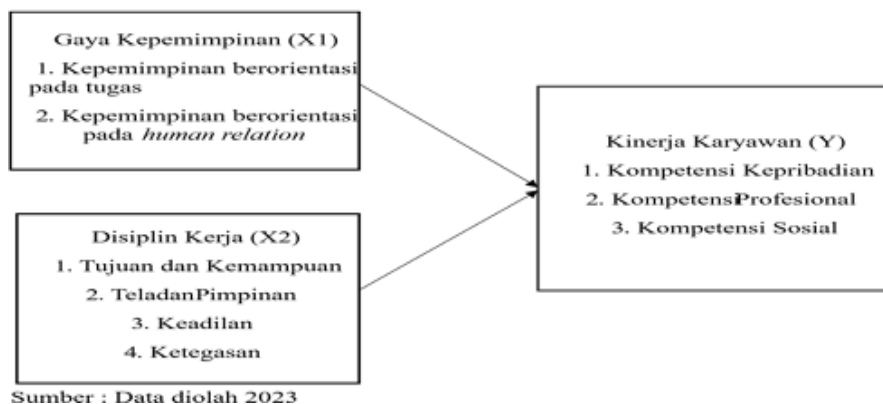


Figure 2. Hypothesis

The Effect of Leadership Style on Employee Performance

Initiative style makes a positive and huge difference. Subsequently, it is normal that administration style assumes a significant part in improving employee performance personally which will encourage each unit to further impact the performance of the Karya Mandiri Cooperative.

H₁: Leadership style influences employee performance at the Karya Mandiri Cooperative, West Bandung Regency

The Effect of Work Discipline on Employee Performance

Work discipline is one aspect that affects employee performance. Great representative discipline will speed up organization objectives, while declining discipline will turn into a hindrance and dial back the

accomplishment of organization objectives. In this manner the utilization of discipline is normal that representatives always comply with all regulations, so that the better the work discipline, the higher the performance achieved.

H₂: Work Discipline affects the performance of employees at the Karya Mandiri Cooperative, West Bandung Regency.

3. METHOD

This research uses a descriptive verification method. The elucidating check technique is a strategy that portrays the impact of at least two distinct factors as indicated by current realities. The utilization of the elucidating confirmation technique in this study is to depict the impact of authority style and work discipline on the performance of Karya Mandiri Cooperative employees.

General characteristics of employees who were researched

The study used all members of the population as samples, namely as many as 37 respondents who worked as employees at the Karya Mandiri Cooperative, West Bandung Regency. The following is data on the general characteristics of research employees covering age, gender, and recent education:

Table 2 General Characteristics of Respondents by Age

Age	Frequency	Percentage
< 30	33	94,5
31-40	2	3,3
41-50	1	1,1
>50	1	1,1
Amount	37	100

Table 2 shows that the majority of employees aged <30 years are 33 people or 94.5%. While employees aged 41 to over the age of 50, namely 1 person aged 49 years and 1 person aged 2 years or 1.1%. This is because age > 40 years is an age that has experienced a decrease in productivity so that it can reduce employee performance.

Table 3 Characteristics of employees who were researched by gender

Gender	Frequency	Percentage (%)
Man	17	46
Woman	20	54
Amount	37	100

Table 3 shows that most of workers are female, adding up to 20 individuals with a level of 54%, while the rest are male, adding up to 17 individuals with a level of 46%. This shows that the Karya Mandiri Cooperative in West Bandung Regency employs more female employees.

Table 4 Characteristics of employees who were researched by education level

Education	Frequency	Percentage (%)
S1	19	51,4
D3	2	5,36
SMA/SMK	16	43,24
Amount	37	100

Table 4 shows that the highest level of education in the Karya Mandiri Cooperative is the undergraduate level, amounting to 19 people or 51.4%. Level D3 as many as 2 people or 5,365. Employees who have the last education level SMA/SMK are 16 people or 43.24%.

4. RESULTS AND DISCUSSION

Table 5. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LEADERSHIP STYLE	37	65.00	110.00	88.8919	10.28695
WORK DISCIPLINE	37	72.00	130.00	105.5135	13.50231

EMPLOYEE PERFORMANCE	37	45.00	75.00	58.7568	6.27785
Valid N (listwise)	37				

According to Sugiyono (2017: 147) defines the descriptive method as follows: "The method used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations."

Table 6. Leadership Style Validity Test Results

Variabel	Item	Sig	Sig Std.	Information
Leadership Style (X ₁)	X1.1	0,004	0,05	Valid
	X1.2	0,004	0,05	Valid
	X1.3	0,007	0,05	Valid
	X1.4	0,003	0,05	Valid
	X1.5	0,001	0,05	Valid
	X1.6	0,000	0,05	Valid
	X1.7	0,000	0,05	Valid
	X1.8	0,000	0,05	Valid
	X1.9	0,001	0,05	Valid
	X1.10	0,021	0,05	Valid
	X1.11	0,007	0,05	Valid
	X1.12	0,000	0,05	Valid
	X1.13	0,007	0,05	Valid
	X1.14	0,003	0,05	Valid
	X1.15	0,000	0,05	valid
	X1.16	0,001	0,05	Valid
	X1.17	0,000	0,05	Valid
	X1.18	0,000	0,05	Valid
	X1.19	0,000	0,05	Valid
	X1.20	0,000	0,05	Valid
	X1.21	0,001	0,05	Valid
	X1.22	0,000	0,05	Valid

According to Ghozali (2019, p. 5) the validity test in a study is used as a measure of whether a questionnaire is valid or not. The results of the validity test for the leadership style variable can be seen in table 5 above. These show that the 22 statement items used in this study were able to convey what was measured in the questionnaire.

Table 7 Work Discipline Validity Test Results

Variabel	Item	Sig	Sig Std.	Information
Work Discipline (X ₂)	X2.1	0,003	0,05	Valid
	X2.2	0,017	0,05	Valid
	X2.3	0,000	0,05	Valid
	X2.4	0,000	0,05	Valid
	X2.5	0,000	0,05	Valid
	X2.6	0,000	0,05	Valid
	X2.7	0,000	0,05	Valid
	X2.8	0,000	0,05	Valid
	X2.9	0,000	0,05	Valid
	X2.10	0,000	0,05	valid
	X2.11	0,000	0,05	Valid
	X2.12	0,000	0,05	Valid
	X2.13	0,001	0,05	Valid
	X2.14	0,000	0,05	Valid
	X2.15	0,000	0,05	Valid
	X2.16	0,000	0,05	Valid
	X2.17	0,000	0,05	Valid
	X2.18	0,000	0,05	Valid

X2.19	0,000	0,05	Valid
X2.20	0,002	0,05	Valid
X2.21	0,000	0,05	Valid
X2.22	0,000	0,05	Valid
X2.23	0,000	0,05	valid
X2.24	0,000	0,05	Valid
X2.25	0,000	0,05	Valid
X2.26	0,001	0,05	Valid

In light of table 6 over, the aftereffects of the legitimacy trial of the work discipline variable show that the 26 assertion things utilized in this study had the option to communicate something estimated in the survey.

Table 8 Results of Employee Performance Validity Test

Variabel	Item	Sig	Sig Std.	Keterangan
Employee Performance (Y)	Y1.1	0,000	0,05	Valid
	Y1.2	0,000	0,05	Valid
	Y1.3	0,001	0,05	Valid
	Y1.4	0,000	0,05	Valid
	Y1.5	0,000	0,05	Valid
	Y1.6	0,000	0,05	Valid
	Y1.7	0,001	0,05	Valid
	Y1.8	0,003	0,05	Valid
	Y1.9	0,000	0,05	Valid
	Y1.10	0,000	0,05	Valid
	Y1.11	0,011	0,05	Valid
	Y1.12	0,000	0,05	Valid
	Y1.13	0,014	0,05	valid
	Y1.14	0,000	0,05	Valid
	Y1.15	0,000	0,05	Valid

In light of table 8 over, the aftereffects of the legitimacy trial of representative execution factors show that the 15 assertion things utilized in this study can communicate something estimated in the poll.

Table 9 Reliability Test Results

Variable	Cronbach's Alpha	Decision
Leadership Style (X ₁)	0,824	Reliable
Work Discipline (X ₂)	0,940	Reliable
Employee Performance (Y)	0,859	Reliable

To test the reliability of the instruments in this study, the Cronbach Alpha reliability coefficient was used (Arikunto 2015: 196). The conclusion that can be drawn from the reliability test in the table above is that 22 statement items about Leadership Style (X₁) and 26 point statements regarding Work Discipline (X₂) to 15 statements on the variable Employee Performance (Y) Karya Mandiri Cooperative, West Bandung Regency, were declared reliable.

Table 10 Normality Test using *Kolmogorov-Smirnov Test*

N		37
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.27365104
Most Extreme Differences	Absolute	.086
	Positive	.076
	Negative	-.086
Test Statistic		.086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 11 Multicollinearity Test Results

"Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Beta			Tolerance	VIF
1(Constant)	18.856	6.430			2.932	.006		
LEADERSHIP STYLE	.283	.128	.465		2.221	.033	.311	3.210
WORK DISCIPLINE	.139	.097	.300		1.433	.161	.311	3.210"

a. Dependent Variable: Employee Performance

Based on table 11 above, it explains that the existing data does not show symptoms of multicollinearity between each independent variable, specifically by examining the values of the tolerance and VIF. Therefore, the multiple linear regression model can be used in this study because it lacks multicollinearity.

Table 12 Durbin Watson test

"Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.733 ^a	.537	.509	4.398	2.045"

From table 12 above, it is known that the Durbin-Watson value for this model is 2.045. Referring to the results of calculating the autocorrelation-free area, the autocorrelation-free area is said to have no autocorrelation.

Table 13 Heteroscedasticity Test Results

"Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	Beta		
1	(Constant)	18.856	6.430			2.932	.006
	LEADERSHIP STYLE	.283	.128	.465		2.221	.033
	WORK DISCIPLINE	.139	.097	.300		1.433	.161"

The results above indicate that the two independent variables have significance values greater than 0.05. The work discipline variable has a significance of 0.161 and the leadership style variable has a significance of 0.033, respectively. Accordingly, this relapse model is proper for the factors of administration style and work discipline on representative execution.

Table 14 (Partial) t-test results of leadership style on employee performance

"Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	Beta		
1	(Constant)	20.069	6.470			3.102	.004
	LEADERSHIP STYLE	.435	.072	.713		6.019	.000"

a. The Effect of Leadership Style on Employee Performance

The consequences of the t test in the table show that the speculation peruses that there is a huge impact between initiative styles on worker execution acknowledged (Ha acknowledged and H0 dismissed), implying that somewhat there is a critical impact between administration style on representative execution.

Table 15 (Partial) t-test results of work discipline on employee

"Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	Beta		
1	(Constant)	25.147	6.088			4.130	.000
	WORK DISCIPLINE	.319	.057	.685		5.564	.000"

b. The Effect of Work Discipline on Employee Performance

The Effect Of Leadership Style And Work Discipline On Employee Performance (Case Study Of The Karya Mandiri Cooperative, West Bandung Regency). Titto Rohendra, et.al

The results of the t test in the table support the hypothesis that initiative styles have a significant impact on representative performance (Ha acknowledged and H0 dismissed), indicating that administration styles have a significant impact on representative performance.

Table 16 F Test Results (Simultaneous)

	"Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	761.303	2	380.652	19.684	.000 ^b
	Residual	657.507	34	19.338		
	Total	1418.811	36			

The Effect of Leadership Style and Work Discipline on Employee Performance

These outcomes demonstrate that the determined F measurable > F basic then H0 dismissed and Ha acknowledged, implying that authority style and work discipline together influence representative execution.

Table 17 Multiple Linear Regression Results

"Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistic	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	18.856	6.430		2.932	.006		
LEADERSHIP STYLE	.283	.128	.465	2.221	.033	.311	3.210
WORK DISCIPLINE	.139	.097	.300	1.433	.161	.311	3.210"

The estimation brings about table 16 can be introduced as a normalized relapse condition as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 18,856 + 0,283X_1 + 0,139X_2 + e$$

Table 18 Correlation Coefficient Test

		LEADERSHIP STYLE	WORK DISCIPLINE	EMPLOYEE PERFORMANCE
LEADERSHIP STYLE	Pearson Correlation	1	.830**	.713**
	Sig. (2-tailed)		.000	.000
	N	37	37	37
WORK DISCIPLINE	Pearson Correlation	.830**	1	.685**
	Sig. (2-tailed)	.000		.000
	N	37	37	37
EMPLOYEE PERFORMANCE	Pearson Correlation	.713**	.685**	1
	Sig. (2-tailed)	.000	.000	
	N	37	37	37

The results of the table above mean that the better the leader shows credibility and ability to lead the company, the higher the individual development of each employee will be. Conversely, the worse the credibility and ability of company leaders in leading the company, the lower the individual development for each employee in carrying out their work.

Table 19 Test of the Coefficient of Determination

"Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.509	4.398"

The greater the number Adjusted R Square then it will be more grounded the relationship of the two factors in the relapse model. So it very well may be inferred that 50.9% of representative execution factors can be made sense of by work discipline initiative style factors. In the mean time, the other 0.491 or 49.1% are impacted and made sense of by different factors that are excluded from this review.

5. CONCLUSION

It very well may be reasoned that the examination discoveries are predictable with the exploration targets. The end in this study is that there is an impact of administration style on the presentation of Karya Mandiri Agreeable workers. From the information examination, the coefficient of assurance or (R²) in this study was 0.596 or 59.6%, implying that the exhibition of Karya Mandiri Helpful workers was impacted by the authority style variable by 59.6% and the leftover 40.4% was affected by different factors not analyzed in the review.

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