

The Influence of Leadership and Work Discipline on The Employees' Performance at PT Tri Centrum Fortuna

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Abstract

The research aims to determine the analysis of leadership and work discipline of employees' performance. The research used a quantitative method, conducted on 60 employees of PT Tri Centrum Fortuna, with saturation or total sampling because the study participants were all employees; 60 people in total. The study used primary data and secondary data. The data collection methods were observations, interviews, questionnaires, literature studies, and documentation studies. The data analysis used multiple linear regression to prove research hypotheses. The data was processed using SPSS 22 to meet the validity test, reliability, and classical assumption tests. The result shows that leadership positively and significantly influences employee performance, with t calculate $4,498 > 2,003$ and the significance level of $0.000 < 0.05$. Work discipline has a positive and significant impact on employee performance, with t count $3,508 > 2,003$ and the significance level of $0.001 < 0.05$. Leadership, work motivation, and work discipline have positive influence simultaneously and significantly on employee performance; it is known that f count $29,319 > 2.77$ and significant level of $0.000 < 0,05$.

Keywords: Employee Performance, Leadership, Work Discipline

Informasi Artikel

Diterima Redaksi: 26 Februari 2021

| Selesai Revisi: 24 April 2021

| Diterbitkan Online: 29 April 2021

BACKGROUND

Human resources are an important factor of achieving organizational goals. Human beings are said to be an important resource because no matter how sophisticated the technology is, humans are the main actors in the technology itself. Human resources in an organization/company is an essential to run the wheel of the company to achieve its goals. To attain their objectives, the company must have optimal performance of employees. This is certainly an important factor that needs to be considered by the company.

According to Puspitasari and Lely Dahlia (2020) employee performance is the result of work achieved by employees in carrying out tasks in accordance with the responsibilities that have been given. Every company of course will always attempt to increase its employees' performance. Suparno and Sudarwati (2014) stated that performance is essentially a work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization legally, not breaking the law and in accordance with morals and ethics. Gabriella and Hendy Tannady (2019) states that in a performance organization is a thing to note in the effectiveness of the organization. A leader has a vital role in any condition and situation in the organization so that a leader has a great influence in driving the improvement of the performance of employees (Noor and Titien Agustina, 2019). Performance is influenced by a variety of factors including leadership style, work motivation and work discipline (Rahman, et al., 2020).

The employees' performance at PT Tri Centrum Fortuna is relatively low because of many complaints from customers. They are about the delays in delivering goods, lack of supervision, and lack of employees' self-awareness. It results in decreased desire of the employee to achieve work achievement, unpleasant partners of work resulting in reduced work spirit, and no role model who could be a reference in work achievement. According to Heriyanto and S. N. Hidayati (2016) performance is an outcome achieved by a person carrying out tasks based on skill, experience, and seriousness and time.

One of the matters that affect the performance of employees in the company is leadership. Leadership is the process of influencing or example by the leader to his subordinates in an effort to achieve the goals of the organization (Handoko, 2011). Rahman and Arik Prasetya (2018) states that simultaneously there is a significant influence between leadership and organizational communication on employee performance. Leadership is the most important factor in an organization or company because a leader will mobilize and direct employees in achieving the goals of the organization or company (Puspitasari and Lely Dahlia, 2020). The results of Sutanjar's research (2019) stated that there is an influence of leadership on employee performance so that the better the leadership, the more employee performance will be improved. He also stated that there is an influence of employee discipline on employee performance so that the higher the employee discipline, the employees will be increasing as well.

The result of a previous study from Syukur, Edy Supriyono, and Yohana Kus Suparwati in a journal entitled "The Influence of Leadership, Organizational Communication and Organizational Culture on the Performance of Employees of the Secretariat of Tegal Regency" showed that the organization's leadership is a very strategic part of directing and understanding employees' behavior and motivating them to embody optimal organizational performance to achieve organizational goals.

Besides leadership, work discipline also affects the performance of employees of PT Tri Centrum Fortuna. According to Nwachukwu in Gabriel et al. (2015), management's inability to enforce discipline can be the reason for employee dissatisfaction, low morale, and low employees' performance. According to Priyono et al. (2015) describes the discipline of working as a mental attitude that is reflected in the actions or behaviors of individuals, groups or communities in the form of compliance with regulations established by the government or the ethics, norms, and rules that apply in the company for a particular purpose.

Regarding the discipline level at PT Tri Centrum Fortuna, the employees often violate the company regulations. The employees' absence often triggers reduced and wasted time, so they have to wait or replace other employees who are not in the same job description. As a result, it does not reach the target set by the company. It can be concluded that the production leadership shows its lack of nature. In this case, the employer should give his employees supervision, attention, and praise to produce good performance. Similarly, work motivation and work discipline, in which employees themselves must also have a full awareness of their duties and responsibilities.

METHOD

This research used quantitative methods because data tended to be analyzed by statistical means or techniques. The data was in numbers and was obtained using research instruments answers in the form of score ranges or weighted questions based on the study, namely The Influence of Leadership, Work Motivation, and Work Discipline on Employee Performance. The population in this study were all employees at PT Tri Centrum Fortuna. While the sampling method used in this study was saturation sampling or total sampling because the participants studied were all employees at PT. Tri Centrum Fortuna, namely 60 people.

RESULT AND DISCUSSION

RESULT

Validity Test

Table 1.1 Leadership Validity Test Results

NO	Statement	Value r Count	Value r Table	Description
1	KEP1	0,763	0,254	VALID
2	KEP2	0,692	0,254	VALID
3	KEP3	0,752	0,254	VALID
4	KEP4	0,713	0,254	VALID
5	KEP5	0,587	0,254	VALID
6	KEP6	0,728	0,254	VALID
7	KEP7	0,685	0,254	VALID
8	KEP8	0,681	0,254	VALID
9	KEP9	0,528	0,254	VALID
10	KEP10	0,664	0,254	VALID
11	KEP11	0,565	0,254	VALID
12	KEP12	0,693	0,254	VALID
13	KEP13	0,676	0,254	VALID
14	KEP14	0,499	0,254	VALID
15	KEP15	0,707	0,254	VALID

Source: SPSS, 2020

Based on table 1.1 above it is known that 15 points of Leadership instruments (X1) can be declared valid, because r calculates $>$ r table so that the statement can be used in research.

Table 1.2 Work Discipline Validity Test Results

NO	Statement	Value r Count	Value r Table	Description
1	DK1	0,686	0,254	VALID
2	DK2	0,591	0,254	VALID
3	DK3	0,716	0,254	VALID
4	DK4	0,620	0,254	VALID
5	DK5	0,420	0,254	VALID
6	DK6	0,634	0,254	VALID
7	DK7	0,648	0,254	VALID
8	DK8	0,572	0,254	VALID
9	DK9	0,581	0,254	VALID
10	DK10	0,485	0,254	VALID
11	DK11	0,578	0,254	VALID
12	DK12	0,654	0,254	VALID
13	DK13	0,653	0,254	VALID
14	DK14	0,420	0,254	VALID
15	DK15	0,579	0,254	VALID

Source: SPSS, 2020

Based on table 1.2 above it is known that 15 items of Work Discipline instruments (X3) can be declared valid, because r calculates $>$ r table so that the statement can be used in research.

Reliability Test

Table 1.3 Variable Reliability Test Results

No	Variable	Cronbach's Alpha	Reliability Minimum	Description
1	Leadership	0,907	0,60	RELIABLE
3	Work Discipline	0,866	0,60	RELIABLE
4	Employee Performance	0,716	0,60	RELIABLE

Source: SPSS, 2020

Based on table 1.3 above obtained the results of Cronbach's Alpha on the Variable Leadership of 0.907, while on the variable Work motivation of 0.882 and on the variable Discipline work of 0.866 and in the variable Employee Performance of 0.716. This indicates that based on the data, the questionnaire statement about Leadership, Work Motivation, Work Discipline and Overall Employee Performance can be said to be reliable because the figure shows above 0.60.

Normality Test

Table 1.4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.34018299
Most Extreme Differences	Absolute	.055
	Positive	.055
	Negative	-.042
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Test distribution is normal, calculated from data, lilliefors Significance Correction, this is a lower bound of the true significance (Source: SPSS, 2020)

Hypothesis Testing

T Test

The T-test determines whether leadership (X1) and work discipline (X2) have a significant analysis of employee performance (Y). The analysis using error rate (α) 5% and degree of freedom (df) $n = n - k - 1$.

Table 1.5 T Test

Variables	t count	t table	Sig.	Std.Sig.
Constant	3,845	2,003	0,000	0,05
Leadership (X1)	4,4498	2,003	0,000	0,05
Work Discipline (X3)	3,508	2,003	0,001	0,05

Based on the table above, it can be known and translated as follows: The value of t count for leadership variable (X1) is $4,498 > 2,003$, and the significant value is $0.000 < 0.05$, so it is known that the value of t count $>$ t table, thus H1 is accepted. It can be concluded that the Leadership variable (X1) has a significant analysis of Employee Performance (Y). The t count value for the Work Discipline variable (X2) is $3,508 > 2,003$, and its significant value is $0.001 < 0.05$, so it is known that the value of t count $>$ t table, then H2 is accepted. It can be concluded that the Work Discipline variable (X2) has a significant analysis of Employee Performance (Y).

F Test

Test F is used to simultaneously determine the significant independent variable analysis of leadership and work discipline towards employees' performance (dependents). Significant level use 0.05 and degrees of freedom (df) = $n - k$.

Table 1.6 F Test

f count	f table	Sig	Std.Sig
29,319	2,77	0,000	0,05

Based on the table above, it is known that $f_{table} > f_{count}$ or $29.319 > 2.77$ and the significant value is known $sig < std. sig$ or $0.000 < 0.05$, then it has simultaneous analysis. So it is known that simultaneously or concurrently, the variables Leadership (X1) and Work Discipline (X2) have a significant analysis on Employee Performance (Y), then H3 is accepted. It can be concluded that leadership and work discipline simultaneously or concurrently positively influence the Performance of Employees.

Coefficient of Determination (Adjusted R Square)

The coefficient of determination is used to describe how much a model can explain the variations that occur within dependent variables indicated by Adjusted R Square in the Model Summary.

Table 1.7 Coefficient of Determination Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	.782 ^a	.611	.590	2.402	2.231

a. Predictors (Constant), DISIPLIN_KERJA, MOTIVASI_KERJA, KEPEMIMPINAN

b. Dependent Variable: KINERJA_KARYAWAN

Based on the table above, it can be concluded that the results of coefficient determination testing show that the adjusted R Square value is 0.590. Thus, it can be said that the amount of leadership analysis and discipline of employees' performance is 59.0%. In comparison, the remaining 41.0% is analyzed by other factors not included in this study.

DISCUSSION

Employee Performance

Pangestika (2016) state that good employees' performance can be measured based on the obtained results from an activity carried out by those employees. Heriyanto et al. (2016) states that performance is an outcome achieved by a person accomplishing tasks based on skill, experience, seriousness, and time according to the standards and criteria set previously. An employee's performance dramatically affects the organization's performance in which he/she works (Rahayu, Rasid & Tannady, 2018). Another matter is also concluded by Torang (2016:74) that performance is the quantity and quality of the individuals or groups within the organization in completing main tasks and functions based on norms, standards of operational procedures, criteria, and measurement been set or applied in the organization.

Based on the above understanding, employee's performance is a measurement to compare the results of the task accomplishment and responsibilities given by the organization in a certain period. It relatively can be used to measure the prestige of working or organizational performance.

Factors Affecting the Employee's Performance

Concerning the employee Performance Indicators, Mangkunegara (2012) clarifies that there are five employee performance indicators as follows: *Work quality*: the first indicator covers showing neatness, thoroughness, and interrelationship of work by not

ignoring the work volume. *Work quantity*: the quantity of work is the number of work types carried out at a specific time so that efficiency and effectiveness can be achieved in line with its objectives. *Responsibility*: responsibility indicates how much employees receive and accomplish their work. It covers taking responsibility for the results of their works, the use of facilities and infrastructure, and their work behavior every day. *Collaboration*: this indicator means employees' willingness to participate in other employees vertically and horizontally both inside and outside of the job so the job will be better. *Initiative*: the last indicator includes the organization's members' existence of initiative to do the work and solve problems in work without waiting for commands.

Leadership

Greenberg and Baron (2003) provide the definition of leadership as a process in which one individual influences another group member toward achieving defined group or organizational goals. Whereas leaders are individuals in groups or organizations that are most influential to others. Leaders need to think about the most appropriate leadership model, where the most appropriate leadership style, which is a leadership style that can maximize performance, and easy to adjust to all situations in the organization (Kurniawan, 2019).

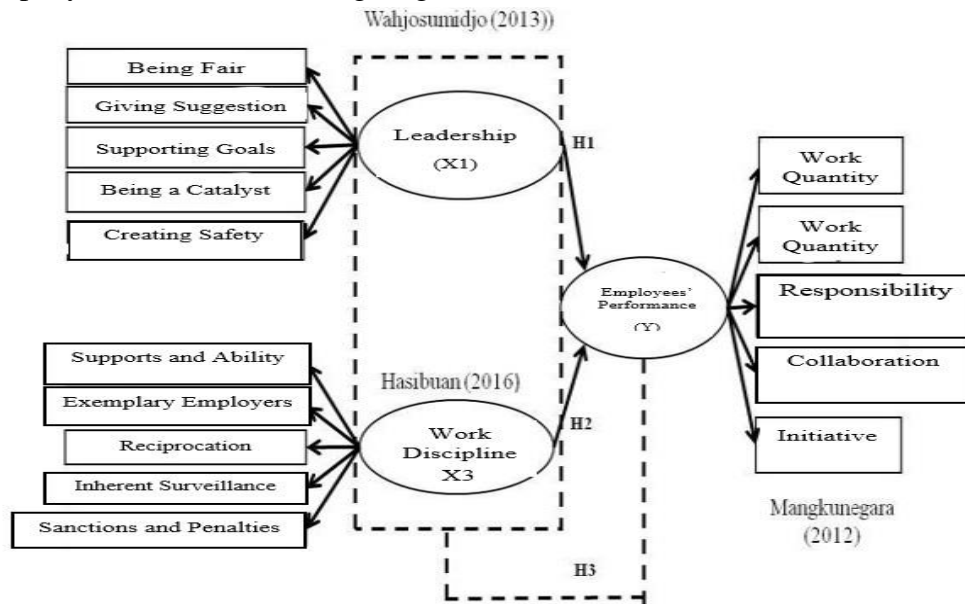
In regards to the leadership indicators, Wahjosumidjo (1991) elaborates them as follows: *Being fair*: the activities of an organization, the sense of togetherness among members, is absolute. It is because the sense of togetherness is essentially a reflection of the agreement among employees and between employers and the employees in achieving the organization's goals. *Giving suggestion*: as regards the suggestions or recommendations, in the framework of leadership, the suggestion is an influence and so on, which can move the hearts of others and the suggestion has a significant role in maintaining and fostering self-esteem and a sense of devotion, participation, and a sense of togetherness among employees. *Supporting goals*: achieving the organization's goals is not automatically formed, but rather it must be supported by the existence of leadership. Therefore, for each organization to be effective in achieving the goals that have been set, every goal that wants to be achieved needs to be adjusted to the state of the organization and allows the employees to work together. *Being a catalyst*; the employers can always improve all human resources that exist, try to give a reaction that raises the spirit, and have rapid work power as much as possible. *Creating a sense of safety*: very employer is obliged to create a sense of safety for his employees. This matter can only be done if each employer can maintain positive things and optimism in dealing with all problems. Thus, in carrying out their duties, the employees feel safe, free from all feelings of anxiety and worry, and also feel guaranteed security from the leadership.

Work Discipline

Work discipline is an activity of the company's management that serves as a form of employee control in carrying out organizational standards in an orderly company in order to achieve the company's goals (Isvandiari and Bagus Al Idris, 2018). Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him or her. This will encourage the passion of work, the spirit of work, and the realization of the goals of the company, employees, and society (Azahraty, 2018). According to Susanti (2017: 426) discipline is a form of employee's sense of responsibility and obligation to

comply with the established regulations. discipline is also influenced by the supervision of leaders and attention to employees (Hamali, 2016). Meanwhile, according to Priyono et al. (2015), discipline is a person's awareness and willingness to comply with all company rules and social norms.

Moreover, According to Hasibuan (2012) discipline is the awareness and willingness of a person to obey all applicable corporate regulations and social norms. Discipline must be enforced within a corporate organization. Without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to a company's success in achieving its goals.



Leadership Analysis of Employee Performance

The result of multiple linear regression analysis obtained equation $Y = 19,996 + 0.280 X1 + 0.256 X2$. Leadership variable (X1) is positive, meaning that if there is a change in a variable (X1), it will cause a change in the direction to variable Y. Leadership variable (X1) shows a value of 0.280, which can mean that the leadership (X1) increases one-unit, then the performance of employees will experience an increase of 0.280 units. The coefficient is positive, so the higher the leadership, the more it improves employee performance.

The hypothesis test results with the t-test obtained the results of the first hypothesis (H1), which showed that the hypothesis is acceptable because leadership variables have a significant influence on employee performance. Based on statistical tests on partial testing of leadership (X1), it shows that t value of 4,498 with a sig of 0.000, which means leadership analysis has a positive value on employee performance. While the distribution value of 5% t table is 2,003, thus t count > t table of 4,498 > 2.003 and sig value < 0.05, so the value of sig 0.000 < 0.05. Hence Ho1 is rejected, and H1 is accepted. This result shows the better leadership, thus the further improving employee performance. Therefore, partially leadership positively influences PT Tri Centum Fortuna's employee performance, or the first hypothesis is proven and accepted.

Work Discipline Analysis on the performance of employees

The results of multiple linear regression equations obtained equation $Y = 19,996 + 0.280 X_1 + 0.256 X_2$. Variable Discipline Work (X_2) is positive, meaning if there is a change in variable (X_2), it will cause a change in the direction to the variable Y. Variable discipline work (X_2) shows a value of 0.256, which can be interpreted that the discipline of work (X_2) experienced one-unit increases, thus the performance of employees will experience an increase of 0.256 units. The coefficient is positive, so the higher the work discipline, the more improved the performance of employees.

The hypothesis test results with the t-test get the result that is the third hypothesis (H_2) indicated that the hypothesis is acceptable because the variable of work discipline is significantly analyzed to employees' performance. Based on the statistical test to the partially testing of work discipline, it shows t value is 3.508 with sig 0.001, which means the work discipline analysis has a positive value on employees' performance. While the distribution value of 5% t table is 2,003, so t count > t table of 3,508 > 2.003 and sig value < 0.05, then value of sig 0.001 < 0.05. Hence H_{o2} is rejected, and H_2 is accepted. This result shows that the better the discipline of work, the more improved the employees' performance. Thus, partially work discipline has a positive influence on PT Tri Centum Fortuna's employees' performance, or the third hypothesis is proven and accepted.

CONCLUSION AND RECOMMENDATION

Based on the obtained results of the research, it is known that there is a significant influence between leadership variables (X_1) on employees' performance variables (Y) with t count > t table of 4,498 > 2.003 and sig value < 0.05, so the value of sig 0.000 < 0.05 so H_{o1} is rejected, and H_1 is accepted. Also, work discipline variables (X_2) on employees' performance variables (Y) on PT Tri Centrum Fortuna with t count > t table of 3,508 > 2.003 and sig value < 0.05, then value of sig 0.001 < 0.05 so H_{o2} is rejected, and H_2 is accepted. It is recommended that further research be conducted on other companies with the same variables. It is also necessary to consider conducting some other research with a larger number of samples.

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