



## The Effect of Leadership Style and Work Discipline on Employee Performance at PT Telkom Jakarta Barat

Chotamul Fajri<sup>1,\*</sup>, Diamond Jaenuri Zaanwar<sup>2</sup>

Management Study Program, Faculty of Economics and Business, Universitas Pamulang<sup>1,2</sup>  
lecturer01717@unpam.ac.id, bherlinjaenuri1998@gmail.com

### History:

Submit: January 10, 2022

Review: February 28, 2022

Publish: March 2022

### Keywords:

leadership styles; work disciplines; employee performance

### ABSTRACT

The purpose of this study was to determine the effect of leadership style and work discipline on employee performance at PT Telkom in West Jakarta, either partially or simultaneously. The method used in this study is a quantitative approach, a population of 130 people with sampling using probability sampling techniques: simple random sampling and Slovin's formula with an error level of 5% so that 99 respondents were obtained. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. The result of this study is that leadership style has a significant effect on employee performance with the regression equation  $Y = 14,573 + 0.632X_1$ , the correlation value of 0.646 means that the two variables have a strong relationship. The value of the coefficient of determination is 41.7%. Hypothesis test obtained  $t$  arithmetic  $>$   $t$  table or  $(8,338 > 1,985)$ . The value of the coefficient of determination is 52.5% while the remaining 47.5% is influenced by other factors. Hypothesis test obtained value of  $F$  arithmetic  $>$   $F$  table or  $(52,963 > 2,700)$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a simultaneous significant influence of leadership style and work discipline on employee performance.  $F$  table or  $(52,963 > 2,700)$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a simultaneous significant influence of leadership style and work discipline on employee performance.  $F$  table or  $(52,963 > 2,700)$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a simultaneous significant influence of leadership style and work discipline on employee performance.

## INTRODUCTION

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, machinery, technology. Companies must always pay attention to the interrelationships between these production factors, thus companies are required to be able to manage them as well as possible, especially in the field of human resources so that they are able to work more effectively and efficiently.

## **The Effect of Leadership..., 1-6**

Human resources (HR) is a central factor in a company. Whatever the form and purpose, the organization always has a vision for the benefit of humans and in carrying out its mission it is managed and managed by humans. These human resources support the company with work, talent, creativity, and encouragement. No matter how perfect the technological aspect, without the human aspect it would be difficult to achieve the company's goals. Even the Human Capital theory assumes that the human aspect is the main asset as capital to activate other capitals. This means that humans have great potential in achieving company goals, while other aspects such as technology are only a supporter in achieving the company's goals. After all, the human aspect cannot be replaced by anything even sophisticated technological equipment. The current leadership style at PT Telkom Jakarta Barat still uses the authoritarian type of leadership. This is because every decision-making and policies are only determined by the leader himself, subordinates are not included to provide suggestions, ideas and considerations in the decision-making process.

According to Rivai (2015: 205) "Leadership is a process of directing and influencing activities that have to do with the work of group members". According to Wijayanto (2012:171) "The Considered Structure leadership style or employee-oriented is the type of leader who shows more concern for employees and strives to create a friendly and conducive work atmosphere. factors that affect employee work discipline". And According to Hasibuan (2016:170) "Leadership style is a way of influencing the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals".

Work discipline is also an important factor in achieving the goals of an organization. Work discipline that does not go well will have an impact on the progress of the organization. Without good discipline in employees, it is difficult for organizations to achieve optimal results. Undisciplined actions (Indiscipline) will have an impact on the growth of the company's organization.

Discipline is also said to be a means to train and educate people to the rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. The company's regulations are made, of course, aiming to be obeyed by employees, both from employee obedience in keeping working hours, obedience in complying with all existing rules in the company, obedience related to employee behavior in carrying out their duties and obligations, employee obedience in upholding legal norms and other rules. It is also important for the company to socialize all company provisions and regulations so that employees can understand and be monitored, control is carried out properly so that there are no obstacles that can slow down the achievement of company goals.

## **METHOD**

This type of research is quantitative, according to Sugiyono (2017:44), namely "quantitative research is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of to test the established hypothesis. This research is an empirical study that aims to examine the effect of leadership style and work discipline on employee performance.

According to Sugiyono (2017:13) "the place of research is a scientific target to get data with certain goals and uses about something objective". This research was conducted at PT. Telkom West Jakarta at the address Jl. Roa Malacca No. 1 RT006/RW003, Roa Malaka, Tambora, West Jakarta, Special Capital Region of Jakarta, 11230, Indonesia.

## **RESULTS AND DISCUSSION**

### **Instrument Validity Test**

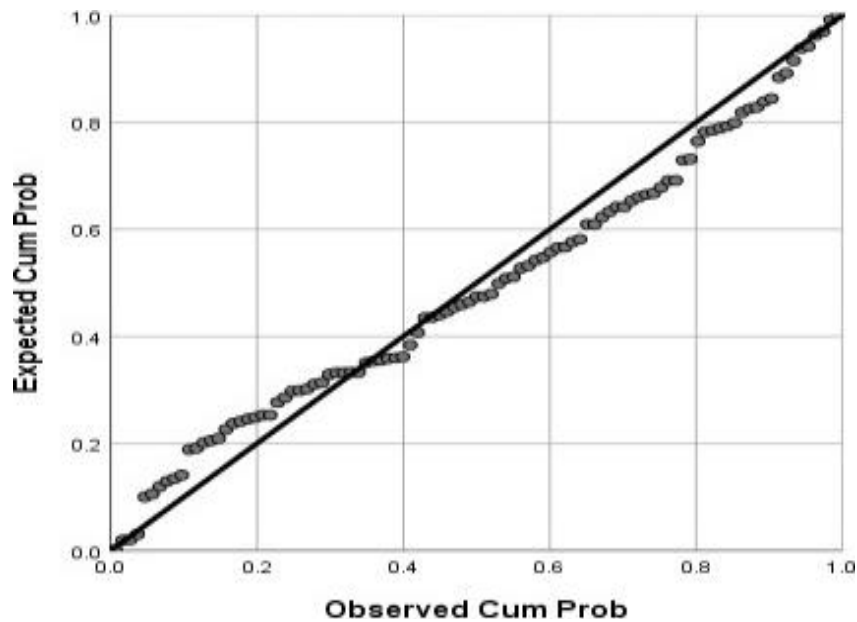
Based on the test results, the leadership style variable (X1) obtained the value of  $r_{count} > r_{table}$  (0.198), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data. Based on the data in the table above, the work discipline variable (X2) obtained the value of  $r_{count} > r_{table}$  (0.198), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data. Normality Test With Kolmogorov-Smirnov Test.

**Table 1. Tests of Normality**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistic	df	Sig.
Employee Performance (Y)	.081	99	.114	.988	99	.508

Source: Data processed, 2021

Based on the test results in the table above, a significance value of  $0.114 > 0.050$  was obtained. Thus, the assumption of the distribution of the equations in this test is normal. a plot where variable residuals can be detected by looking at the spread of the residual points following the direction of the diagonal line, and this is in accordance with the results of the distribution diagram processed with SPSS Version 26 as shown in the image below:



**Fig 1. PP Plot of Normality Test Results**

In the picture above it can be seen that the normal probability graph *plot* shows a normal graphic pattern. This can be seen from the point spread.

**Multicollinearity Test**

Around the diagonal line and its spread follows the diagonal line. Therefore, it can be concluded that the regression model meets the assumption of normality.

**Table 2. Multicollinearity Test With Collinearity**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.536	2.843		3.354	.001		
	Leadership Style (X1)	.401	.085	.410	4.732	.000	.658	1,519
	Work Discipline (X2)	.365	.078	.403	4.650	.000	.658	1,519

a. Dependent Variable: Employee Performance (Y)

Based on the results of the multicollinearity test in the table above, the tolerance value for the leadership style variable is 0.658 and work discipline is 0.658, the value is less than 1, and the Variance Inflation

Factor Autocorrelation Test (VIF) for the leadership style variable is 1.519 and the work discipline variable is 1.519. less than 10. Thus, this regression model stated that there is no multicollinearity disorder.

**Table 3. Autocorrelation Test With Durbin-Watson**

**Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.724a	.525	.515	2,728	1.817

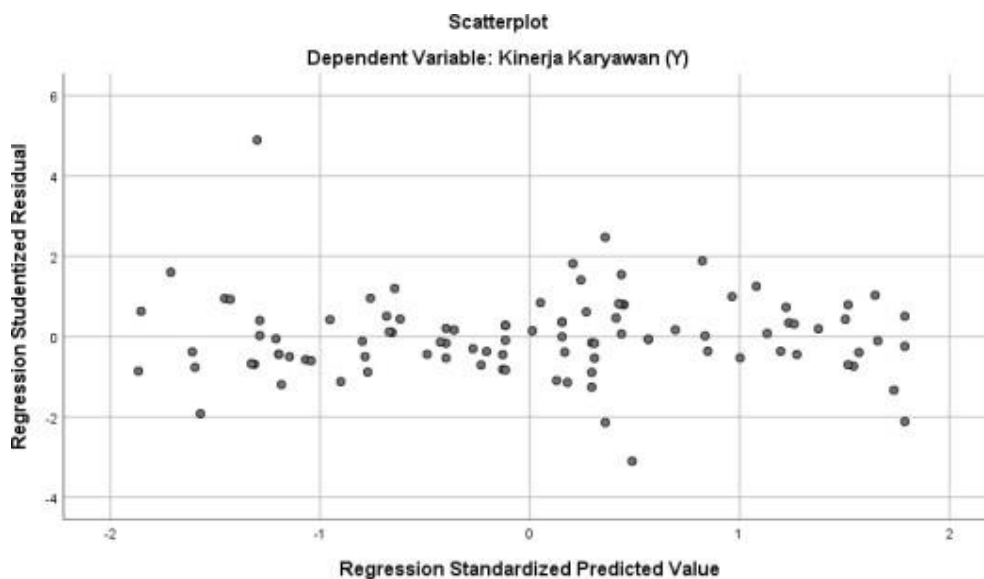
a. Predictors: (Constant), Work Discipline (X2), Leadership Style (X1)

b. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, this regression model does not exist

**Heteroscedasticity auto-correlation test, this is evidenced by the Durbin-Watson value of 1.817 which is between the interval 1.550 – 2.460.**

The results of the heteroscedasticity test are as follows:



**Fig 2. Scatter Plot of Heteroscedasticity Test Results**

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a certain pattern. Thus, it is concluded that there is no heteroscedasticity disorder in the regression model so that this regression model is feasible to use.

**Linear Regression Analysis**

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a certain pattern. Thus, it is concluded that there is no heteroscedasticity disorder in the regression model so that this regression model is feasible to use.

**Table 4. Results of Simple Linear Regression Analysis of Leadership Style Variables (X1) on Employee Performance (Y)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,573	2.895		5.035	.000
Leadership Style (X1)	.632	.076	.646	8,338	.000

a. Dependent Variable: Employee Performance (Y)

## The Effect of Leadership..., 1-6

Based on the results of the regression calculations in the table above, the regression equation  $Y = 14.573 + 0.632X_1$  can be obtained. From the above equation, it can be concluded as follows:

- The constant value of 14.573 means that if the leadership style variable ( $X_1$ ) does not exist, then there is already an employee performance value ( $Y$ ) of 14,573 points.
- The leadership style regression coefficient ( $X_1$ ) of 0.632 means that if the constant is fixed and there is no change in the work discipline variable ( $X_2$ ), then every 1 unit change in the leadership style variable ( $X_1$ ) will result in a change in employee performance ( $Y$ ) of 0.632 points.

### Quantitative Analysis

**Table 5. Results of Partial Correlation Coefficient Testing of Leadership Style ( $X_1$ ) on Employee Performance ( $Y$ )**

Leadership Style ( $X_1$ )	Pearson Correlation	1	.646**
	Sig. (2-tailed)		.000
Employee Performance ( $Y$ )	Pearson Correlation	.646**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=99

Based on the test results in the table above, the correlation coefficient value is 0.646 where the value of the Determination Coefficient Analysis is in the interval 0.600-0.799, meaning that the two variables have a strong relationship level.

### Discussion of Research Results

#### The Influence of $X_1$ 's Leadership Style on $Y$ Employee Performance

Based on the results of the analysis, the regression equation value is  $Y = 14,573 + 0.632X_1$ , the correlation coefficient value is 0.646, meaning that the two variables have a strong relationship level. The value of determination or contribution of the influence is 0.417 or 41.7% while the remaining 58.3% leadership influences the employee performance variable by 41.7% while the remaining  $(100-41.7\%) = 58.3\%$  is influenced by other factors . Hypothesis test obtained value of  $t_{count} > t_{table}$  or  $(8,338 > 1,985)$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a significant effect.

#### The Effect of Work Discipline $X_2$ on Employee Performance $Y$

Based on the test results, obtained the value of the regression equation  $Y = 16.578 + 0.582X_2$ , the correlation coefficient value of 0.643 means that the two variables have a strong level of relationship. The value of determination or contribution of influence is 0.414 or 41.4% while the remaining 58.6% is influenced by other factors. Hypothesis test obtained value of  $t_{arithmetic} > t_{table}$  or  $(8.273 > 1.985)$ . Thus,  $H_0$  is rejected and  $H_2$  is accepted, meaning that there is a significant effect of work discipline on employee performance.

#### The Influence of $X_1$ 's Leadership Style and $X_2$ 's Work Discipline on $Y$ Employee Performance

Based on the results of the study, it shows that leadership style ( $X_1$ ) and work discipline ( $X_2$ ) have a significant effect on employee performance with the regression equation  $Y = 9.536 + 0.401X_1 + 0.365X_2$ . The value of the correlation coefficient or the level of relationship between the independent variable and the dependent variable was obtained at 0.724, which means that it has a strong relationship. The value of the coefficient of determination or the contribution of its influence is 52.5% while the remaining 47.5% is influenced by other factors. Hypothesis test obtained value of  $F_{arithmetic} > F_{table}$  or  $(52,963 > 2,700)$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a simultaneous significant influence of leadership style and work discipline on employee performance.

## CONCLUSION

Leadership has a significant effect on employee performance with the regression equation  $Y = 14,573 + 0.632X_1$ , the correlation value of 0.646 means that the two variables have a strong relationship level. The value of the coefficient of determination is 41.7%. Hypothesis test obtained  $t_{arithmetic} > t_{table}$  or

## The Effect of Leadership..., 1-6

(8.338 > 1.985). Thus, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that there is a significant influence of leadership style on employee performance.

Work discipline has a significant effect on employee performance with the regression equation  $Y = 16.578 + 0.582X_2$  a correlation value of 0.643 means that the two variables have a strong relationship level. The value of the coefficient of determination is 41.4%. Hypothesis test obtained  $t$  arithmetic >  $t$  table or (8.273 > 1.985). Thus H<sub>0</sub> is rejected and H<sub>2</sub> is accepted, meaning that there is a significant effect of work discipline on employee performance.

Leadership style and work discipline simultaneously have a significant effect on employee performance with the regression equation  $Y = 9.536 + 0.401X_1 + 0.365X_2$ . The correlation value of 0.724 means that the independent variable and the dependent variable have a strong relationship. The value of the coefficient of determination is 52.5% while the remaining 47.5% is influenced by other factors. Hypothesis test obtained value of  $F$  arithmetic >  $F$  table or (52,963 > 2,700). Thus H<sub>0</sub> is rejected and H<sub>3</sub> is accepted. This means that there is a simultaneous significant influence of leadership style and work discipline on employee performance.

## REFERENCES

- Arikunto, Suharsimi. 2015. *Research Procedures A Practical Approach*. Jakarta: Rineka Cipta
- Algifari. 2014. *Plus Descriptive Statistics For Economics And Business*. Yogyakarta: YKPN
- Donni Juni Priansa. 2014. *Class Management*. Bandung: Alfabeta.
- Edi Sutrisno (2017). *Resource Management Man*. Jakarta: Prenadamedia Group.
- Fajri, C., & Dharmawan, F. (2021). The Influence of Leadership and Work Discipline on Employee Performance at Hokben Citra Garden, West Jakarta. *PERCUSI Scientific Journal*, 1(3), 396-401.
- Fajri, C., Amelya, A., & Suworo, S. (2022). The Influence of Job Satisfaction and Work Discipline on Employee Performance at PT. *Indonesian Application. JIIP-Journal of Scientific Education*, 5(1), 369-373.
- Fajri, C., & Dalmar, H. (2020). The Influence of Work Discipline on Employee Performance at CV Permata Mitra Karya, South Tangerang. *INVEST: Journal of Business and Accounting Innovation*, 1(2), 57-62.
- Ghozali, Imam. 2017. *Application of Multivariate Analysis with Programs (IBM SPSS)*. Edition 8. Diponegoro University Publishing Agency. Semarang.
- Hasibuan, Malay SP (2017). *Human Resource Management*. Revised Edition. Jakarta: PT Bumi Aksara.
- Handoko, T. Hani. 2017. *Personnel and Human Resources Management*. BPFE, Yogyakarta.
- Imam Ghozali (2017). *Multivariate Analysis Application With SPSS Program*. Fifth Edition. Semarang: Undip Publishing Agency.
- cashmere. (2016). *Human Resource Management (Theory and Practice)*. Depok: PT Raja Grafindo Persada.
- Mangkunegara, King Anwar. (2017). *HR Performance Evaluation*. Seventh edition, Bandung: PT Refika Aditama.
- Siagian, Sondang P. 2017. *Human Resource Management*. Earth Literature. Jakarta.
- Sugiyono. (2017). *Understanding Quantitative Qualitative Research and R&D*. Bandung: Alfabeta.