



THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT ESA SEJAHTERA FOUNDATION

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Abstract

This study aims to determine the influence of leadership style and work discipline on employee performance at the ESA Sejahtera Foundation. The population in this study was all permanent employees at the Esa Sejahtera Pekanbaru Foundation, which amounted to 54 people who had the same group level. At the same time, the sample in this study is the total population using a saturated sampling technique (census). The data collection techniques in this study are interviews and questionnaires, with data analysis using descriptive methods and multiple regression. The results of the study show that leadership style and work discipline have a significant effect on employee performance at the ESA Sejahtera Foundation. The contribution of leadership style and work discipline to employee performance was 72.2%, while the remaining 27.8% was determined by other factors not observed in this research model. For this reason, researchers suggest the need for leaders to pay attention to their subordinates, meaning that leaders must be willing to listen and understand what employees want and need. It is necessary always to provide employees with discipline input so that later employees will always come to work on time and not leave the office prematurely. In addition, the company needs to continuously monitor the quality of employee work by requiring each employee to monitor each work in detail and then re-check to prevent errors.

Keywords: Leadership Style, Work Discipline, Employee Performance

JEL Classification: M20, O15, O40

1. INTRODUCTION

Education is one of the essential aspects of advancing a nation. The success and well-being of a country are determined mainly by the quality of good education. Through good education, new things are obtained so that they can be used to create quality human resources. Human resource management is one of the fields of general management, which includes aspects of planning, organizing, implementing, and supervising. Meanwhile, according to Huzain (2021), human resource management is obtaining, training, assessing, and compensating employees, paying attention to their work

relationships, health, security, and justice issues, and considering that human resources (employees) are the main asset for the organization that becomes planning. Employees are a central aspect of an educational institution, so employee performance must be constantly improved. In improving employee performance in an organization, it is necessary to plan all resources, especially human resources in the organization so that they can be utilized as well as possible with good performance so that each employee can complete all tasks and effectively and efficiently so that problems that occur with

the foundation can be appropriately resolved. Akbar (2018) states that the factors that affect performance achievement are ability and motivation.

Performance is a result of work produced by an employee interpreted to achieve the expected goals. Employee performance is essential thing in an organization to achieve its goals. According to Gultom (2015), performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law, and not contrary to morals and ethics (SUMA & BUDI, 2021).

ESA Sejahtera Foundation is a formal educational institution consisting of various levels of education, from the playgroup level to the junior high school, to educate and educate the nation's children. In carrying out its activities, the Esa Sejahtera Foundation needs employees who have optimal performance, and this is because high employee performance will be able to improve the quality of service. Leaders who can carry out leadership styles

following organizational needs are needed to guarantee optimal employee performance.

Based on the results of researchers' observations, a phenomenon that occurs at the Esa Sejahtera Foundation, employee performance problems can be seen from the quantity of employee work that is considered insufficient to support the completion of work tasks to match the set time. The low quality of work produced by employees is that some of the work produced is still less than optimal, the lack of a sense of responsibility that employees have in carrying out their work, and the inability of employees to adjust to the work environment so that teamwork looks less well established. In addition, the lack of initiative of the employee to work on tasks for which he is not responsible, which in this whole will hinder the performance of other work units in the future. This is based on the existence of an employee performance appraisal system at the foundation. ESA Sejahtera Foundation has an employee performance appraisal system, which is done to determine the extent of employee performance at the foundation. This phenomenon is also supported by the 2020 ESA Sejahtera Foundation employee assessment data results.

Table 1. Performance Assessment of Esa Sejahtera Foundation Employees in 2020

No	Assessment indicators	Number of employees	Target (%)	Achievement (%)
1	Spirit of achievement	54	90%-100%	89%
2	Efektifitas, efisiensi, speed of completing tasks and ability to reach targets	54	90%-100%	83%
3	Inisiatif, empati, Cooperation and motivation	54	90%-100%	90%
4	Behavior, discipline, responsibility and health	54	90%-100%	85%
5	Meticulous, meticulous and neatness	54	90%-100%	95%

Based on table 1 explains that the results of employee performance appraisal still need to follow the company's targets. The low desire of employees to complete tasks that have been assigned to them causes some employees in certain divisions resulting in a low desire to excel at work, and the foundation only determines the position. This causes a low desire for some employees to excel. The results

of the employee performance assessment above show that there are negative causes of declining employee performance, including a decrease in employees' desire to know about their responsibilities, so there are often delays in time in completing work.

The employee performance problem is strengthened by a phenomenon in the field, namely the indecisive leadership style that the

leadership applies to its employees (Siregar, 2021). Each leader has different ways/styles/types of leading an organization or company. Leader behavior is something that can be learned and trained to be an effective leader. According to Utaminingsih (2014), leadership style is a method used by a leader to influence subordinates (followers) to be willing to carry out their duties and obligations as expected to achieve predetermined goals. Employees feel accessible in carrying out their work to make them work at will. The inability of the leadership to analyze the situation and conditions faced is alleged to be the cause of these problems; in giving orders and advice, the leader seems to lack mastery of communication techniques, the indecisiveness of the leadership in making decisions when facing subordinates and problems that are not based on applicable standard provisions, as well as the lack of willingness of the leadership in listening to the opinions and or suggestions of others, especially his subordinates (Siregar, 2022).

In addition to the leadership style factor, good employee performance must also be supported by work discipline, employee work discipline is one of the attitudes that need to be considered to improve performance to achieve

organizational goals. Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms. According to Adeleida (2022), work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and able to carry out and not evade to receive sanctions if he violates the duties and authorities given to him. The phenomenon that occurs at this time is that there are still negative assessments of employee performance at the ESA Sejahtera Foundation, such as the presence of employees who often arrive late, some employees being passive towards work, the presence of employees who are not on time in completing their work and the existence of employees who leave their duties during working hours without information. Disciplinary problems are seen in employees who are late to work and need to match the schedule of work hours. There are even employees who enter the office after a predetermined time. The following data shows the level of employee discipline at the Esa Sejahtera Pekanbaru Foundation.

Table 2. Presence of Esa Sejahtera Pekanbaru Employees in 2016-2020

Year	Number of Employees	Total Day Work	Sick (Day)		Permission (Day)		Alfa (Day)		Number of Absences	
			Sum	%	Sum	%	Sum	%	Sum	%
2016	48	292	31	10,62	47	16,10	19	6,51	97	33,22
2017	46	294	29	9,86	42	14,29	15	5,10	86	29,25
2018	50	290	47	16,21	18	6,21	28	9,66	94	32,07
2019	54	291	38	13,06	37	12,71	25	8,59	110	34,36
2020	54	289	34	11,76	39	13,49	21	7,27	94	32,53

From table 2, the absenteeism rate of employees of the ESA Sejahtera Pekanbaru Foundation in 2016-2020 tends to experience an unstable (fluctuating) increase. The highest employee absenteeism rate occurred in 2019 at 34.36%, and the lowest was in 2017 at 29.25%. It can be seen that the employee absenteeism rate has increased unsteadily from year to year. This is an indication that there are problems with employee discipline. The declining employee discipline can be seen from the total existing employees; on average, every day, there are 1-3 employees who arrive late. The

low level of discipline can also be seen in the presence of employees who violate the rules and are given sanctions in the form of warning letters. If employees do not follow the established regulations properly, including if they fail during the morning apple, sanctions are given. The company has regulations that employees must comply with so that employees have high work discipline and achieve organizational goals. According to Deni (2018), the better one's discipline, the higher the performance results to be achieved".

Over the past year, the attendance rate of employees at the Esa Sejahtera Pekanbaru Foundation has seen how indisciplined employees are. The results that show an attendance rate of above 5% show indications of problems that occur in the operational process of employee performance. In detail, employee indiscipline occurs because there are indications of a weak system that regulates employee discipline.

The system includes supervision from the leader on employee discipline and sanctions that employees will receive if employees are not disciplined.

Work discipline will be carried out if the boss or leader supervises the employees while they are doing work. The supervision is carried out to see employees work following existing procedures. Observance in carrying out work will also affect the discipline of the employee. If an employee follows the company's rules, he has a high sense of responsibility for the duties assigned by the leadership.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. LITERATURE REVIEW

According to Sitorus (2020), Leadership style is a method used by a leader to influence subordinates (followers) to be willing to carry out their duties and obligations as expected to achieve predetermined goals. The leadership style indicators are as follows, (1) analytical ability, (2) communication skills, (3) courage, (4) listening ability, and (5) assertiveness (Maniku et al., 2019).

According to Damri et al. (2017), Work discipline is the awareness and willingness of employees to obey all applicable organizational

regulations and social norms. Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the established rules of the game. The indicator of work discipline is as follows, (1) obeying the rules of time, (2) obeying company regulations, (3) obeying the rules of conduct in work (Pandoyo et al., 2019)

According to Arianty (2015), Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law, and not contrary to morals and ethics. The performance indicators are as follows, (1) quality of work, (2) quantity of work, (3) responsibility, (4) cooperation, and (5) initiative (Aldilarningsari, 2014).

2.2. HYPOTHESES

According to Ramdhan (2021), a hypothesis is a temporary answer to formulating a research problem. It says that since the answers given are only based on existing theories, they have not been based on the facts obtained through data collection. In connection with the problems that have been raised, the researcher can put forward the hypothesis as a temporary conjecture of this study as follows:

H1: It is suspected that leadership style affects employee performance at the ESA Sejahtera Pekanbaru Foundation.

H2: It is suspected that work discipline affects employee performance at the ESA Sejahtera Pekanbaru Foundation.

H3: It is suspected that leadership style and work discipline affect the performance of employees at the Esa Sejahtera Pekanbaru Foundation.

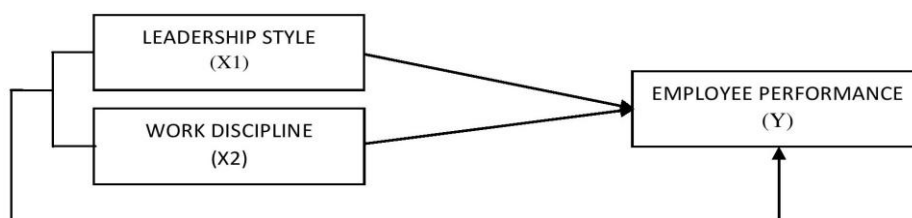


Figure 1. Research Framework

3. RESEARCH METHODS

The research variables consist of three variables. The first variable is the free variable, leadership style, and the second is work discipline. The third variable is a bound variable, i.e., performance. According to Nugroho (2018), the population is the entire subject of research. The population of generalized areas consists of objects or subjects with specific qualities and characteristics determined by the researcher to be studied and then concluded. In this study, the population was all employees of the ESA Sejahtera Foundation, which numbered 54 people with the same group level. According to Roflin and Liberty (2021), the sample is part of the population. It consists of several selected members of the population, in other words, several, not all, elements of the population from the sample. The sampling of respondents in this study was carried out in total sampling (saturated sample) and was considered to have represented the existing population (representative). According to Susilowati (2019), saturated samples are a technique for determining samples when all population members are used as samples or population numbers. In this case, when the number of samples in the population is less than 100 people. The study's respondents selected as the total sampling were all ESA Sejahtera Foundation employees, totaling 54 people with the same group level. According to Purnomo (2018), data analysis is the process of systematically finding and compiling data obtained from interviews, field notes, and documentation by coordinating data into categories and making conclusions to be easily understood.

To analyze this data, researchers use quantitative analysis methods. Quantitative analysis is used to explain functional relationships between independent variables.

4. RESULTS AND DISCUSSION

The test statistic used to determine the influence simultaneously or jointly variables of

leadership style and work discipline on the employee's work is the F test. From the results obtained, it is known that F-count is 69,821 with a significance of 0.000. F-table can be obtained from the statistical F-table of 3.18. Thus it is known as F-count ($69.821 > F_{table} (3.18)$) with Sig. ($0.000 < 0.05$). This means that simultaneously or simultaneously, leadership styles and work discipline influence performance.

Furthermore, to find out the influence partially or alone the variables of leadership style and work discipline on the performance of the work, it can be stated based on the following dimensions:

The Influence of Leadership Style on Performance

Based on the results of the research analysis shows that leadership style has a significant effect on employee performance at the ESA Sejahtera Pekanbaru Foundation. The results of the hypothesis testing of leadership style variables can be explained as follows:

From the results of multiple linear regression tests, the leadership style variable is known to result in a regression coefficient of (0.490). This result shows that if the leadership style is better, then employee performance will increase. Conversely, if the leadership style is good, it results in increased employee performance.

From the results of partial testing (t-test), it is known that the leadership style variable obtained a calculated value ($6,921 > t_{table} (1,675)$) and a signification value of (0.000), meaning that leadership style has a significant influence on employee performance at the ESA Sejahtera Pekanbaru Foundation. This result explains that a leader's leadership style in an organization will positively influence employees. A leader with a good leadership spirit is not authoritarian, has a social spirit, can do justice to anyone, will undoubtedly be liked and respected by his subordinates, and can influence employees to improve performance.

The Effect of Work Discipline on Performance

The research analysis shows that work discipline has a significant effect on employee performance at the ESA Sejahtera Pekanbaru Foundation. The results of testing the hypothesis of labor discipline variables can be explained as follows:

From the results of multiple linear regression tests, the work discipline variable results from a regression coefficient of (0.699), meaning if the work discipline in the organization is getting better, then employee performance tends to increase. On the other hand, if work discipline is not good, employee performance tends to decrease.

From the results of partial testing (t-test), it is known that the work discipline variable obtained a calculated value (6,225) > t-table (1,675) and a signification value of (0.000). This result explains that work discipline significantly influences employee performance at the ESA Sejahtera Pekanbaru Foundation. This result explains that work discipline is essential in improving employee performance; by applying good work discipline, an employee can improve his performance.

Influence of Leadership Style and Work Discipline on Performance

Based on the results of the research analysis shows that leadership style and work discipline have a significant effect on employee performance at the ESA Sejahtera Pekanbaru Foundation. The results of hypothesis testing leadership style, work discipline, and performance can be explained as follows:

From the results of multiple linear regression tests, free variables, namely leadership style, and work discipline, positively influence employee performance at the ESA Sejahtera Pekanbaru Foundation. The constant value is (8,067), meaning that without being influenced by free variables, namely leadership style, and work discipline, employee performance will have a fixed value.

The results of the simultaneous test (F-Test) of the study obtained a calculated value of (69.821) and Sig.α (0.000) from the F distribution table obtained a Ftabel value (3.18), then Fhitung (69.821) > Ftabel (3.18), explained that simultaneously leadership style and work discipline have a significant effect on employee performance at the ESA Sejahtera Pekanbaru Foundation. This result explains that for an organization that wants to improve the performance of its employees, leaders need to apply a leadership style that follows their work environment. Besides that, it is also necessary to supervise and pay attention to their employees' discipline so that they will feel comfortable at work and improve their performance.

The result of the coefficient of determination (R²), known as the Adjusted R Square value of (0.722) or 72.2%. These results show that the dependent variable, namely employee performance, can be explained by independent variables consisting of leadership style (X1) and work discipline (X2), with a value of 72.2%. In comparison, the remaining 27.8% is explained by other independent variables that are not included in this research model.

The leadership style variable at Esa Sejahtera Foundation Pekanbaru was the highest response to the analytical ability indicator, with an average score of (4.00). The respondents' lowest response was on the hearing ability indicator, with an average score of (3.79). This shows that leaders must be able to analyze and understand what employees want and need. Leaders must also be able to analyze every problem that occurs and listen to every criticism, suggestion, and employee complaint while providing solutions to every problem.

The work discipline variable at the Esa Sejahtera Pekanbaru Foundation was the highest response to the indicator of obeying the rules of behavior in work, with an average score of (4.04). The lowest response was on time rule-abiding indicator with an average score of (3.73). This shows that discipline is necessary to produce the desired performance. With discipline, the employee will try to do the work as much as possible to improve the resulting

performance. However, facts on the ground show that employees still need to fully demonstrate a disciplined attitude towards time, such as there are still employees who arrive late. Employees who are absent during working hours and those who do not entirely work according to time. The application of less strict sanctions is the cause of the continued absence of undisciplined employees.

The performance variable at Esa Sejahtera Pekanbaru Foundation was the highest response to the responsibility indicator, with an average score of (4.00). The lowest response was the performance variable on the work quality indicator, with an average score of (3.66). This shows that employees have yet to contribute and commit themselves to the organization and the work charged compared to the standards that have been mutually agreed upon. However, facts on the ground show that employees need to provide optimal performance results as expected by the organization, such as work cannot be completed on time and there are errors in work. Some employees are also less thorough at work and less able to make decisions, so their work results must follow existing standards.

The results of this study are supported by the results of research conducted (Novitasari et al., 2012), where simultaneously, leadership style and work discipline significantly influence employee performance.

5. CONCLUSION

The following conclusions were obtained based on research conducted at the ESA Sejahtera Pekanbaru Foundation. Leadership style significantly influences employee performance at Esa Sejahtera Pekanbaru Foundation. This explains that the better leadership style of a leader in an organization will positively influence employees to improve performance.

Work discipline significantly influences employee performance at the ESA Sejahtera Pekanbaru Foundation. This explains that work discipline is essential in improving employee performance; by applying good work discipline, an employee can improve his performance.

Simultaneously, leadership style and work discipline influence employee performance at the ESA Sejahtera Pekanbaru Foundation. This explains that an organization that wants to improve the performance of its employees needs to implement a good leadership style and better work discipline; that way, employees will feel comfortable at work, so that it will also improve the performance of its employees.

The suggestions that researchers can provide and may be input for the Esa Sejahtera Pekanbaru Foundation are that the leader must pay attention to his subordinates, meaning that the leader must be willing to listen and understand what the employee wants and needs. Go around and get along to show attention to the hard work done by employees, listen to every criticism and suggestion complaint of employees while providing solutions to every problem.

Always provide employees with discipline input so that later employees will always come to work on time and not leave the office prematurely. In addition, it is necessary to provide strict sanctions if employees violate the rules and are not disciplined. Employees who are not disciplined need to be punished through reprimands, warnings, and strict actions to prevent the repetition of bad behavior in the future.

The company needs to continuously monitor the quality of employee work by requiring each employee to monitor each work in detail and then recheck to prevent errors. In addition, efforts are needed to improve the quality of employee work, for example, by including employees in activities and training that can trigger employee knowledge and ability to complete work following organizational targets and expectations.

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