

The Influence Of Leadership Style And Work Discipline On The Performance Off The Employees Of The Quality Assurance Department At Pt Xx

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Abstract: *This study aims to determine: (1). Leadership influence on the performance of the employees of the quality assurance department at PT XX; (2). The effect of work discipline on the performance of employees of the quality assurance department at PT XX; (3). The simultaneous influence of leadership and work discipline on the performance of employees of the quality assurance department at PT XX. This research method is quantitative research because it uses data in the form of numbers and data analysis. Data obtained through the distribution of questionnaires and performed using IBM SPSS version 23. The population is all employees of the quality assurance department which numbered 125 employees with a sample of 100 employees using probability sampling techniques. Hypothesis testing uses t test (partial) and F test (simultaneous). T-test results (partial) indicate that leadership has a negative effect on employee performance, work discipline has a positive and significant effect on employee performance and the F (simultaneous) test results indicate that leadership and work discipline together affect employee performance.*

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

I. INTRODUCTION

Human resources are an important factor in every company activity. However sophisticated technology that is used without being supported by humans as executors of operational activities will not be able to produce output in accordance with the expected level of efficiency. The role of human resources in the organization actually has existed since the recognition of joint venture organizations in achieving a goal.

Human resource management has a role to control the behavior of individuals in an organization. It is intended that employees can work optimally in accordance with work standards so as to produce something productive for the company effectively and efficiently. Employees as human resources owned by the company, their existence needs to be considered and developed as well as possible. Companies must be able to optimize all the potential possessed by employees in order that employees can contribute or provide maximum input to achieve company goals.

Employee performance is a benchmark of how the company's image is created, without good employee performance, the company's condition will not be stable and will not create a quality product from a company that will automatically reduce the selling power and competitiveness of companies in global and international markets. In addition to employee performance,

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in human resource management, there is also one thing that must be a concern, namely the leadership system and employee work discipline.

The pharmaceutical industry in Indonesia has recorded significant growth. In terms of total domestic pharmaceutical market value is higher than Malaysia and Singapore. Even though in terms of health spending, Indonesia is still relatively low. The development of the pharmaceutical market in Indonesia was followed by the enactment of the Social Security Organizing Agency (BPJS) which encouraged an increase in health spending and made consumption of pharmaceutical products increased. Pharmaceutical companies in Indonesia certainly compete with each other to compete for domestic market share and foreign market share, so that each company needs to improve business efficiency and effectiveness to maintain the company's survival in the present and the future. At present there are 206 domestic pharmaceutical industries. The number is dominated by 178 national private companies, 24 multi-national companies and 4 State-Owned Enterprises (BUMN). And PT XX. is a pharmaceutical company located in the Delta Silicon Industrial Estate Cikarang, Bekasi, West Java Province with a total number of 125 quality assurance department employees?

1. Theoretical Basis

Leadership Style

In organizations, leadership is very important. The drive and enthusiasm of leadership possessed by a leader is able to move an organization in the desired direction, but vice versa if the quality and competence of a leader is not sufficient to help push towards progress then it means that the leader only leads with goals for his personal and not for the goals desires of the organization.

According to Kartono in Suwatno and Priansa (2018: 140), leadership is "the ability to give constructive influence to others to make a cooperative effort to achieve the planned goals". According to Wood in Kaswan (2017: 419), leadership is an interpersonal influence that causes a group of people to do what the leader or manager wants to do.

The function of leadership according to Adair in Suwatno and Priansa (2018: 148), namely: 1). Planning; 2). Initiation; 3). Control; 4). Supporting; 5). Information; 6). Evaluating.

The nature of leadership according to Harold Koontz and Cyril O'Donnel in Suwatno and Priansa (2018: 152), states that a leader must: 1). Having intelligence more than the people they lead; 2). Having attention to the overall interests; 3). Having fluency in speaking; 4). Mature in thinking and emotions; 5). Living up to the interests of cooperation.

Leadership Style is a set of characteristics that are 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 strategy that is liked and often applied by a leader. Rivai (2014: 42).

Leadership style according to Sutikno (2014: 35) says the leadership style or leadership behavior or often called the type of leadership. The types of leadership that are widely known and recognized are as follows: 1) Autocratic Type; 2) Free control type or body mass (Laissez Faire); 3) Paternalistic Type; 4) Charismatic Type ;, 5) Milleteristic Type; 6) Pseudo-democratic type; 7) Democratic Type.

II. WORK DISCIPLINE

Discipline is the most important HRM operative function because the better employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for company organizations to achieve optimal results.

Discipline is one aspect that affects employee performance. According to Alex S. Nitisemito (2015: 199), discipline is an attitude, behavior and actions that are in accordance with company regulations, whether written or not.

According to Mangkuprawira in Any Isvandiari (2018), work discipline is the nature of an employee who consciously complies with certain organizational rules and regulations. Work discipline is an activity of company management that functions as a form of employee control in carrying out organizational standards in an organized company for the achievement of the company's goals or objectives.

According to Hasibuan (2018: 193), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms.

Indicators that affect the level of employee discipline in an organization according to Hasibuan (2018: 194), including: 1). Objectives and abilities; 2). Exemplary leadership; 3). Remuneration; 4). Justice; 5). Waskat; 6). Penalty sanctions; 7). Firmness; 8). Human relations.

Employee performance

A company certainly needs employees as its workforce to improve quality products. According to Suwatno and Priansa (2018: 196), performance is a performance or performance. Performance can be interpreted as work performance or work performance or performance results.

August W. Smith in Suwatno and Priansa (2018: 196), states that: "Performance is output derives from processes, human otherwise," Performance is the result of a process carried out by humans. Based on this, the work performance or achievement is a result achieved by a person according to the applicable standard, within a certain period of time, regarding the work and behavior and actions.

According to Rivai (2013: 548), said "Performance is a real behavior that is displayed every person as a work achievement produced by employees in accordance with their role in the company."

Performance is defined as what is performed or not by the employees (Ratna,2018).

According to Bangun (2012: 234), employee performance indicators are as follows: 1). Amount of work; 2). Quality of work; 3). Punctuality; 4). Presence; 5). Cooperation ability.

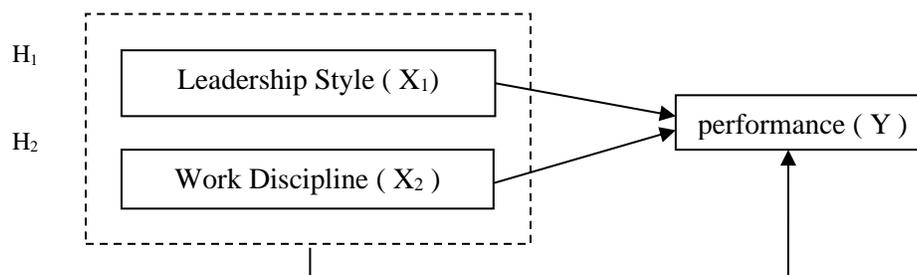
2.1 The Relationship of Leadership Styles to Employee Performance

In relation to leadership style with employee performance according to Rachmawati and Hidayat (2006) and Riyadi (2011) in their study by analyzing leadership style on employee performance. The results of this study indicate that leadership style can be used in predicting employee performance and has a positive effect. With the results of these studies, it has been tested and proven that leadership style has an influence on employee performance.

2.2 The Relationship of Work Discipline to Employee Performance

Disciplined employees can be termed as employees who always come and go home on time, do their jobs well and comply with all organizational rules and norms that apply. Aritonang (2005) states in his research that work discipline is an act of an employee to comply with rules that have been mutually agreed upon. According to Harlie (2012), work discipline has a positive effect on employee performance meaning that if work discipline increases, it will also improve employee performance.

3. Hypothesis



Draw conceptual framework

- H1 = Leadership style has a positive effect on employee performance
- H2 = Work discipline has a positive effect on employee performance
- H3 = Work style leadership and discipline together positively influence employee performance

III. RESEARCH METHODS

The research object that the researchers took was the influence of leadership style and work discipline on employee performance in the Quality Assurance department of PT. XX which is located in the Delta Silicon Lippo Cikarang industrial area, Bekasi, West Java Province.

This research is a quantitative research because it uses data in the form of numbers and data analysis was carried out using SIBS version 23. Based on its characteristics, this research is classified as a descriptive analysis method research. As stated by Zulganef (2018: 12) that descriptive method is research in which the researcher aims to describe a phenomenon without trying to express factors or variables that should be suspected to be the cause of the emergence of phenomena or linking variables in the research. In this study there are 2 independent variables namely X1, X2 leadership style, work discipline and one dependent variable Y, employee performance.

The research instrument used was a questionnaire, a questionnaire is a set of written questions that have been formulated previously where respondents write or record their answers, generally in a number of alternatives that have been predetermined. Syakaran and bougie dalam (Zulganef 2018: 146).

For all questionnaire questions adopted from previous studies. Test the research instrument using SPSS application version 23 which aims to test the instrument's validity and instrument reliability and multiple regression analysis.

Population and Samples

Based on the data obtained, the population of employees is 125 people in the Quality Assurance department.

According to Sugiyono (2017: 120), the sample is part of the number and characteristics possessed by the population.

The sampling technique used in this study is probability sampling. Probability sampling is done when the elements in the population have the same opportunity or probability to be selected to be a statistically sampled probability calculation or sample can only be done if the population is known by the researcher (Zulganef, 2018: 125). Determination of the number of samples using the Slovin formula with the formula.

$$N = N / (1 + (\left[\frac{Ne}{n} \right]^2)) = 125 / (1 + (125x \left[\frac{0.05}{n} \right]^2)) = 95.24$$

Based on the formula above, the minimum limit of 95 employees, for rounding researchers took a sample of 100 employees.

Test Results

In the opinion of Sugiyono (2017: 168) a valid instrument means the measuring instrument used to obtain data (measuring) is valid. Valid means that the instrument can be used to measure what is being measured.

According to Sugiyono (2017: 168) a reliable instrument is an instrument that if used several times to measure the same object, will produce the same data.

Table 1

Questionnaire Validation Analysis

IBM SPSS 23 Validation and Reliability Results

Variabel	alpha cronbach value	Information
Leadership (X ₁)	.800	Good Reability
Work Discipline (X ₂)	.780	Decent Reability
The performance (Y)	.810	Good Reability

Based on the calculation of the reliability of the questionnaire by using *Alpha Cronbach* for the first variable, the researcher found the reliability value was already above the set value of 0.600, and thus it can be concluded that reliability was feasible.

Multiple Correlation Analysis

Table 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.391	.378	5.089

a. Predictors: (Constant), disiplinX2, kepemimpinanX1

Based on the Summary Model output of table 2, the results of the calculation of multiple correlation analysis (R) are 0.625 or 62.5%. This shows the closeness of the relationship between variables X1 Leadership style, X2 Work discipline together (simultaneously) affect Y Employee Performance including high criteria which are at intervals of 0.61 to 0.80.

Coefficient of Determination

The coefficient of determination functions to find out what percentage of influence given by variable X simultaneously on the Y variable. Then based on the Summary Model table 2 Calculation of the coefficient of determination between variables X1 leadership style, X2 work discipline together (simultaneously) affect Y employee performance. with an R square value of 0.391 or 39.1% while the rest are influenced by other factors not examined.

Partial Test (t Test)

T test aims to determine whether the independent variable or independent variable (X) partially influences the dependent variable or the dependent variable (Y).

Table 3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.643	3.013		2.205	.030
	kepemimpinan	.071	.095	.060	.744	.458
	disiplin	.483	.061	.631	7.876	.000

a. Dependent Variable: kinerja
 b. Sumber: Diolah Penulis 2019.

Hypothesis Formulation

- H1= There is an Effect of Leadership Style (X1) on Employee Performance (Y)
- H2= There is an Effect of Work Discipline (X2) on Employee Performance (Y)
- H3= There is an Effect of Leadership Style (X1) Work Discipline (X2) on Employee Performance (Y)

First Hypothesis Testing (H1)

It is known that the sig value for the effect of X1 on Y is 0.458 > from 0.05 and the value of t arithmetic 0.744 < t table 1.984 so it can be concluded that H1 is rejected which means there is no effect of X1 on Y

Second Hypothesis Testing (H2)

It is known that the sig value for the effect of X2 on Y is 0,000 < from 0.05 and the value of t arithmetic 7.876 > t table 1.984 so it can be concluded that H2 is accepted which means there is an influence of X2 on Y

10. Simultaneous Testing (F Test)

The F test aims to determine whether there is a simultaneous influence (together) given the independent variable (X) on the variable (Y).

1. If the sig value < 0.05, or the calculated F value > F table then there is the influence of the variable X Simultaneously with the Y variable.

If the sig value > 0.05, or the calculated F value < F table then there is no simultaneous influence of the X variable on the Y variable.

$$\text{Formula F table} = F\left(\frac{k}{n-k}\right) = F\left(\frac{2}{100-2}\right) = 2;98 = 3.09$$

Information:

K= Number of independent variables

N= number of respondents or research samples

Table 4

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1610.861	2	805.430	31.100	.000 ^b
	Residual	2512.139	97	25.898		
	Total	4123.000	99			

Based on results of table 4

a. Dependent Variable: kinerja
b. Predictors: (Constant), disiplin, kepemimpinan

Anova output On the test the simultaneous

significance obtained F value of 31,100 > f table of 3.09 with a significance level of 0,000. < 0.05, so it can be said that X1 leadership style, X2 work discipline, together (simultaneously) gives a positive influence on Y Employee Performance.

IV. CONCLUSION

Based on the results of respondents' responses to leadership has a negative effect on employee performance. This can be justified that leaders often provide oversight of employee performance so that employees feel pressured and uncomfortable in carrying out their work.

Respondents' responses regarding work discipline have a positive effect on employee performance, thus it can be justified that there is a significant effect on work discipline variables on employee performance.

Respondents' responses to leadership style, work discipline together (simultaneously) have a positive influence on employee performance Y in the quality assurance department of PT. XX

12. Suggestion

The leader should be expected to be able to provide more efficient free time and build closer cooperation and communication personally with employees.

Because work discipline has a significant effect, employees must understand the positive impact, with this the employee is expected to be more disciplined in working, so as to make a maximum contribution to the company.

The results of this study can be used as information or thought contributions that are useful for readers. For future researchers, research can be developed by examining the influence of other variables that have not been studied.

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