

## **The Effect of Leadership Style and Work Discipline on Employee Performance at PT Indonesia Nippon Seiki Cikande Serang**

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### **ABSTRACT**

The role of HR management in carrying out aspects of HR must be managed properly so that policies and practices can be run in accordance with what the company wants. The purpose of this study was to determine the effect of partially and simultaneously leadership style and work discipline on employee performance at PT. Indonesia Nippon Seiki Cikande Serang. And to find out how much influence the leadership style and work discipline on employee performance at PT. Indonesia Nippon Seiki Cikande Serang. The research method used is quantitative research. The population in this study were all employees at PT. Indonesia Nippon Seiki Cikande Serang. The sample used in this study was 87 respondents. Data collection techniques by questionnaire, and data analysis techniques by instrument test, correlation coefficient, multiple linear regression, coefficient of determination, classical assumption test, t-test and F-test. The results showed that partially the leadership style had a positive and significant effect on employee performance, this could be proven from the  $t_{count}$  of  $5.992 > t_{table}$  1.988 with a significant  $0.000 < 0.05$  then  $H_0$  was rejected and  $H_a$  was accepted, meaning that there was a positive and significant influence of leadership style on performance the employee. Partially, work discipline has a positive and significant effect on employee performance, this can be proven from the value of  $t_{count}$   $7.088 > t_{table}$  1.988 with a significant  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning there is a positive and significant effect of work discipline on employee performance. Simultaneously leadership style and work discipline have positive and significant effect on employee performance. This can be proven from the value of  $F_{count}$   $62.884 > F_{table}$  3.11 with a significance of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence of style leadership and work discipline simultaneously on employee performance. The magnitude of the effect of leadership style and work discipline simultaneously on employee performance by 60%, while the remaining 40% is influenced by other variables not examined in this study. And the value of R (Correlation) of 0.774 means that the level of relationship between leadership style (X1) and work discipline (X2) simultaneously on employee performance (Y) has a strong relationship level.

**Keywords:** Leadership style; work discipline; employee performance

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## INTRODUCTION

Efforts to achieve company goals in the problems faced by management are not only found in raw materials, working tools, but also concerning employees (human resources) who manage these factors. The element in management is the workforce in a company so that in HR Management the factor to be considered is the people themselves (Rivai, 2005; Siagian, 2015; Sunyoto, 2012). Today many companies realize that HR is the company's most important problem because it is through human resources that it causes other resources within the company to function or be run (Almasri, 2016; Rohida, 2018; Sari, 2008; Supomo & Nurhayati, 2018; Yusuf, 2015). The role of HR management in carrying out aspects of HR must be managed properly so that policies and practices can run in accordance with the wishes of the company, which includes activities such as: conducting job analysis, planning workforce needs and recruiting prospective workers, selecting prospective workers, evaluating performance, and others (Carbery, Cross, Cross, & Kieran, 2019; Elkjaer, 1996; Hamid, Maheen, Cheem, & Yaseen, 2017).

PT Indonesia Nippon Seiki is a Japanese PMA company engaged in the automotive sector (speedometer of two and four-wheeled vehicles) in Serang, Banten. Also, Nippon Seiki is one of the world's leading technology companies making speedometers, instrument panels and electrical parts from vehicles. PT. Astra Honda Motor is part of the shareholders and one of the company's regular customers. Besides AHM, PT. INS also has several customers including PT. Astra Daihatsu Motor, PT. Honda Prospect Motor, PT. Yamaha Indonesia Manufacturing, PT. Suzuki Indonesia Motor, and PT. Kawasaki Motor Indonesia. According to (Mangkunegara, 2003), performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

The management of PT Indonesia Nippon Seiki has made efforts oriented to improving the performance of its employees. But the reality is still not meeting the company's ideal expectations. The results of the observations of the authors at PT Indonesia Nippon Seiki Cikande Serang indicate that there are still indications of underperformance from employees such as lack of initiative and creativity of employees in carrying out tasks in work allegedly being one of the factors describing that employee achievement is still low. Employees often make mistakes in working so that the work does not match what they want, employees have not been able to increase the number (quantity) of work that has been set. Employees have not been able to complete work in a timely manner and provide task reports given by the leadership quickly and on time. In addition, the lack of independence of employees in doing work and always waiting for orders from superiors without any initiative in work.

To manage and direct employees who have different characteristics, needs and goals are not easy, it takes a figure of a leader who can be a role model for employees (Dewi, 2012; Elvasusanti, Syamsudduha, & Rahman, 2019; Niswaty, Juniati, Darwis, Salam, & Arhas, 2019)(Sunarsi, 2014, 2017, 2018a, 2018b; Sunarsi & MM, n.d.). leadership at PT Indonesia Nippon Seiki Cikande Serang as a whole is very ineffective leadership due to the lack of communication between superiors and subordinates as well as leaders who do not explain in detail the tasks that will be given to employees in completing the given tasks. This condition can lead to employee inconvenience in working and completing work. The problems that occur at PT Indonesia Nippon Seiki Cikande Serang are related to low discipline, which is the obedience of employees in the rules of time is still low such as there are still employees who come late to work, employees often take holidays outside the holidays that have been set by the company (truant employees). late to enter after a break, and go home earlier prematurely. In addition, the problem of employee obedience to company regulations is still not optimal, such as not using the complete attributes when carrying out this task, it can be seen from some employees who do

not use ID cards while working on the grounds of being left behind and forgetting, not using uniforms. Another problem is not giving news when not entering, not asking permission to leave work, and not carrying out duties according to SOP (Standard Operating Procedure) in force. The level of employee discipline at PT Indonesia Nippon Seiki Cikande Serang is still low and there is a need for supervision and guidance from the leadership so that employee discipline is better and can improve employee performance by complying with work regulations in the company

## **METHOD**

The method used in this research is to use the Associative method, according to (Sugiyono, 2016), research that aims to determine the effect or relationship between two more variables. Furthermore (Sugiyono, 2017), with associative research, a theory is built that serves to explain, predict and control a phenomenon. The population in this study are all employees who work at PT. Indonesia Nippon Seiki Cikande Serang as many as 675 employees in 2018. Withdrawing the number of research samples by simple random sampling where the sample is randomly selected from the amount determined. In determining the number of samples to be chosen, the author uses an error rate of 10% or 0.1 because in each study it is impossible to have 100% perfect results, the greater the error rate, the less the sample size. The total population as the basis for the calculation used is 675. So the population in this study was 675 people then determined from the error level of 10% so the number of samples is 87 respondents. Primary data in this study are data obtained by examining directly to employees at PT. Indonesia Nippon Seiki Cikande Serang by means of data collection, observation and questionnaire distribution techniques. Secondary data obtained through literature study. Methods of data analysis using the validity test, reliability test, correlation coefficient test, multiple linear regression test, coefficient of determination of the classical assumption test and significance test (Ghozali, 2016).

## **RESULT AND DISCUSSION**

PT. Indonesia Nippon Seiki (PT. INS) is a manufacturing company engaged in the automotive field. The output is the electric components of two-wheeled and four-wheeled motor vehicles, especially the speedometer. Originally in 1980, Nippon Seiki Co. Ltd invests 7% of its shares under the auspices of PT. Kokusai Godo Denso, located on Jl. Siliwangi Tangerang, and started producing in 1982 but in early 2001 the shareholders of PT. Kokusai Godo Denso has agreed to increase their investment in Indonesia by establishing new companies under their respective flags, and a company called PT. Indonesia Nippon Seiki (PT. INS) with a total investment of US \$ 1,500,000. In 2004 the company received a capital injection of US \$ 4,500,000 and changed its name to PT. INS. To support the company's production, the company bought a plot of land with an area of 80,370 m<sup>3</sup> and built a new factory in the Cikande Modern Industrial Estate, Serang, Banten. In 2005 the company began to move. to a new factory to further strengthen production and face competition.

**Validity and Reliability Test**

Table 1.  
 Leadership Style Validity Test (X1)

Statement	r <sub>count</sub> value	r <sub>table</sub> value	Explanation
Statement 1	0,465	0,212	Valid
Statement 2	0,566	0,212	Valid
Statement 3	0,950	0,212	Valid
Statement 4	0,949	0,212	Valid
Statement 5	0,946	0,212	Valid
Statement 6	0,924	0,212	Valid
Statement 7	0,932	0,212	Valid
Statement 8	0,948	0,212	Valid
Statement 9	0,875	0,212	Valid
Statement 10	0,868	0,212	Valid

Source: Primary data processed with SPSS 24 (2019)

Based on the results of the validity test it can be seen that the overall value of  $r_{count} > r_{table}$  0.212, thus it can be concluded that all statement items in the leadership style indicator variables are valid. So that no statement items are deleted and all statement items can be used throughout this whole test model.

Table.2  
 Work Discipline Validity Test (X2)

Pernyataan	Nilai r <sub>hitung</sub>	Nilai r <sub>tabel</sub>	Keterangan
Pernyataan 1	0,358	0,212	Valid
Pernyataan 2	0,744	0,212	Valid
Pernyataan 3	0,574	0,212	Valid
Pernyataan 4	0,390	0,212	Valid
Pernyataan 5	0,563	0,212	Valid
Pernyataan 6	0,561	0,212	Valid
Pernyataan 7	0,832	0,212	Valid
Pernyataan 8	0,688	0,212	Valid
Pernyataan 9	0,810	0,212	Valid
Pernyataan 10	0,806	0,212	Valid

Source: Primary data processed with SPSS 24 (2019)

Based on the results of the validity test can be seen that the overall value of  $r_{count} > r_{table}$  0.212, thus it can be concluded that all statement items in the employee performance indicator indicators are valid. So that no statement items are deleted and all statement items can be used throughout this whole test model.

Table 3.  
 Reliability Test Results

Variable	Cronbach Alpha	Criteria	Result	Information
Leadership Style (X <sub>1</sub> )	0,947	0,60	Reliable	Very high

Work Discipline (X <sub>2</sub> )	0,942	0,60	Reliable	Very high
Employee Performance (Y)	0,812	0,60	Reliable	Very high

Based on the table above it can be seen that each variable of leadership style, work discipline, and employee performance, has a Cronbach Alpha value of  $\geq 0.60$ . Thus the reliability test results for all variables are reliable and very high. so that all questions can be trusted and can be used for further research.

### **The Effect of Leadership Style on Employee Performance**

Leadership style has a positive and significant effect on employee performance, it can be proven from the correlation value of 0.600, it means that the level of relationship between leadership style (X<sub>1</sub>) and employee performance (Y) has a strong relationship level. Regression value 0.253X<sub>1</sub> (positive) means that if the leadership style variable (X<sub>1</sub>) increases by 1 unit assuming the work discipline variable (X<sub>2</sub>) is fixed, then employee performance (Y) will increase by 0.253 units. R Square value of 0.360 means that the leadership style variable (X<sub>1</sub>) contributes to employee performance variable (Y) by 36%, while the remaining 64% is influenced by other variables not examined in this study. And the  $t_{count}$  of 5.992 >  $t_{table}$  1.988 with a significant 0.000 < 0.05 then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted meaning that there is a positive and significant influence of leadership style on employee performance. The results of this study are supported by previous research conducted by (Saputri, Nasution, & Zamora, 2017). There is a positive and significant influence of leadership style variables on employee performance. And also (Wijaya & Irwansyah, 2017) research , partially leadership style has a positive and significant effect on employee performance.

### **The Effect of Work Discipline on Employee Performance**

Work discipline has a positive and significant effect on employee performance, it can be proven from the correlation value of work discipline (X<sub>2</sub>) of 0.658 meaning that the level of relationship between work discipline (X<sub>2</sub>) on employee performance (Y) has a strong level of relationship. Regression value 0.353X<sub>2</sub> (positive) means that if the work discipline variable (X<sub>2</sub>) increases by 1 unit, assuming the leadership style variable (X<sub>1</sub>) is fixed, then employee performance (Y) will increase by 0.353 units. R Square value that is equal to 0.432 means that the work discipline variable (X<sub>2</sub>) contributes to the employee performance variable (Y) of 43.2%, while the remaining 56.8% is influenced by other variables not examined in this study. And the  $t_{count}$  of 7.088 >  $t_{table}$  1.988 with a significant 0.000 < 0.05 then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted meaning that there is a positive and significant influence of work discipline on employee performance. The results of this study are supported by previous research conducted by (Saputri et al., 2017). There is a positive and significant influence of discipline variables on employee performance. (Wijaya & Irwansyah, 2017), Partially work discipline has a positive and significant effect on employee performance.

### **The Effect of Simultaneous Leadership Style and Work Discipline on Employee Performance**

Leadership style and work discipline simultaneously have a positive and significant effect on employee performance. This can be proven by the value of  $F_{count}$  62.884 >  $F_{table}$  3.11 with a

significance of  $0.000 < 0.05$  thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence of style leadership and work discipline simultaneously on employee performance. The results of this study are supported by previous research conducted by (Wijaya & Irwansyah, 2017) simultaneously the leadership style and work discipline have a positive and significant effect on employee performance. Research (Tri Widodo, Alamsyah, & Utomo, 2018), Simultaneous leadership style, work discipline, and job training have a significant effect on employee performance.

The magnitude of the influence of leadership style and work discipline simultaneously on employee performance can be seen from the value of R (Correlation) of 0.774 meaning that the level of relationship between leadership style (X1) and work discipline (X2) simultaneously on employee performance (Y) has a level of relationship strong. R Square value of 0,600 means that simultaneously leadership style (X1) and work discipline (X2) contribute (influence) to employee performance variables (Y) by 60%, while the remaining 40% is influenced by other variables not examined in the study this.

## CONCLUSION

Based on the results of the study, partially the leadership style had a positive and significant effect on employee performance. Partially, 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. This can be proven from the value of  $F_{count} 62.884 > F_{table} 3.11$  with a significance of  $0.000 < 0.05$  thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence of style leadership and work discipline simultaneously on employee performance. The magnitude of the effect of leadership style and work discipline simultaneously on employee performance by 60%, while the remaining 40% is influenced by other variables not examined in this study

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