

The Influence Of Leadership Style And Discipline On Employee Performance At PT. Notojoyo Nusantara Malang (Case Study Of Greenstone City Residential Area Development)

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Abstract.

This study aims to determine how the influence of leadership style and discipline on employee performance at PT. Notojoyo Nusantara in a case study of the construction of the Greenstone City Malang housing area. This study used a research instrument, namely a questionnaire to obtain primary data. The population in this study were all employees of Greenstone City with the determination of the sample using the saturated sample technique with the stratified random sampling method. Respondents in this study were 44 employees. Analysis of the data in this study using multiple linear regression analysis where it is known that leadership style and discipline have no significant positive effect on the performance of Greenstone City employees.

Keywords: Leadership Style, Discipline, Employee Performance

I. INTRODUCTION

The process of an organization's activities cannot be separated from the activities of a leader in directing subordinates with certain purposes. The role of the leader here is one of the main factors for how the company can achieve the vision that has been created and is supported by human resources that have been formed according to their respective sections. With this, the leader can really influence his subordinates to be able to carry out certain activities in connection with the work carried out in the process of achieving organizational goals. Meanwhile, the selection of the right leadership style also determines the level of organizational success, namely in moving subordinates to excel so that they will find the work of the employees themselves.

One of the requirements in order to achieve the company's goals is the discipline of the employees themselves where it is necessary to divide the work according to the expertise of each employee, and also pay attention to the development of each division in the company, where there must be developments from day to day. So we need a very clear system to determine employee discipline in order to create company goals. This research takes the object of research in Greenstone City housing. The development of this area is carried out by PT. Notojoyo Nusantara which is a company engaged in property services. High employee performance is expected by the company. The more employees who have high performance, the overall company productivity will increase so that the company will win the competition. Therefore, researchers are interested in researching in this area whether there is an influence of leadership style and discipline on employee performance.

II. LITERATURE REVIEW

The right leadership style will lead to a person's motivation to excel. The success or failure of employees in work performance can be influenced by the leadership style of their superiors (Hardini, 2001 in Suranta, 2002). Suranta (2002) and Tampubolon (2007) have researched that "the influence of leadership style on performance, states that leadership style has a significant influence on employee performance. Discipline as an ideal situation in supporting the implementation of tasks according to the rules in order to support work optimization (Waridin, 2006). One of the conditions so that discipline can be grown

in the work environment is that there is a complete division of labor down to the lowest employees, so that everyone knows consciously what their duties are, how to do them, when work starts and finishes, what the required work results are, and to whom is responsible.

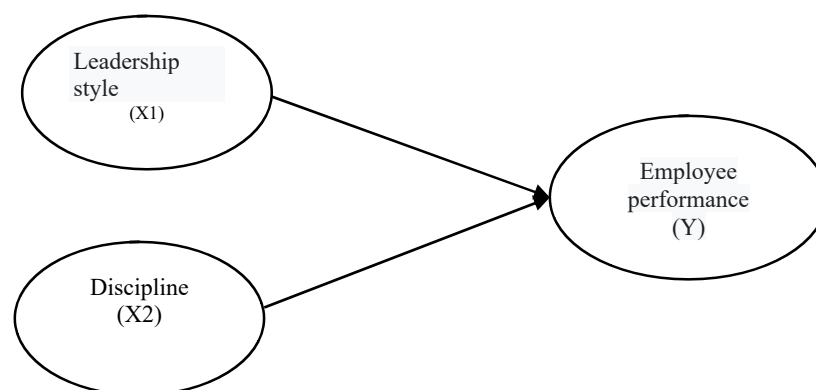
A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance. Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of human resource performance. Research results from Effendy and Fitria (2020) *Jenius Scientific Journal* Vol.3. That there is an influence of leadership style, discipline on employee performance and testing proves to have a positive influence. Research results from Adi Kurniawan (2019) *Iqtisha Journal* Vol.1. That leadership style and discipline greatly affect employee performance. Research results from Paulus Wairisal (2021) *Journal of Iqtishoduna* Vol.17. The results prove that leadership style has a significant effect on employee performance.

III. METHODS

The research used in this study is a quantitative descriptive method using multiple linear regression to measure the relationship between variables. This study aims to prove that there is an influence of independent variables consisting of leadership style, discipline on employee performance. This research was conducted in the Greenstone City housing estate, which is a company that is currently working on an elite residential area project in the city of Malang. The population used in this study were all employees in Greenstone City housing using stratified random sampling where in this company there are several divisions including administration, marketing, legal, IT, engineering.

By using this sampling, it is expected that all employees have the same opportunity to fulfill the sample. So that it can help in carrying out this research. There are two types of data used in this study, namely secondary data and primary data. Secondary data in this study were obtained from several references to Greenstone City housing employees and some references to previous research, journals, books and some references from the internet. While the primary data used in this study was obtained by distributing research instruments, namely questionnaires by researchers to all employees of Greenstone City housing.

The hypotheses of this research are as follows:



H1: it is suspected that there is an influence between leadership style on employee performance

H2: it is suspected that there is an influence of discipline on employee performance

IV. RESULT AND DISCUSSION

This study consisted of respondents from Greenstone city employees with the highest percentage of age being 26-30 years with a percentage of 40.9%. The most recent education is undergraduate with a percentage of 52.3%. With the most tenure > 2 years with a percentage of 75%. While the percentage of employee status consisting of the legal and information and technology divisions has the same percentage of 6.8%, the administrative division and technical division have the same percentage of 13.6%,

the corporate affairs and logistics divisions also have the same percentage of 4, 5%, marketing division 27.3%, and the last division operating at 27.3%.

A. Classic assumption test

The data in this study has gone through the normality test and found the Sig. (2-tailed) value of 0.200 and it is said that the data in this study is Normal. because the value of Sig. (2-tailed) exceeds the Alpha value of 0.05. With the results from the P-P Plot graph which shows that the points are around the regression line, this indicates that the research data being studied is normally distributed. In the scatter plot graph test, the data in this study does not occur heteroscedasticity because the data points do not form a certain pattern and the residual points are difficult to interpret because it looks like there is a certain pattern but in this graph the points are spread out without forming a certain pattern.

B. Research Instrument Test

Based on the results of the validity test in this study, the value of the R-count for each item that measures the research variables is greater than the R table as well as the value of Sig. (2-tailed) of the person correlation of the total variable for each item is smaller than the alpha value (0.05). said to be valid or valid. The reliability test states that a research instrument is said to be reliable if the Cronbach's alpha value is greater than 0.6. This study has a reliability test result with Cronbach's alpha value for each item that measures research variables more than 0.6 so that the research instrument used in this research (questionnaire) can be said to be reliable or reliable or valid.

C. Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 ^a	.145	.103	3,10388

a. Predictors: (Constant), TX2, TX1

b. Dependent Variable: TY

Fig 1. Determination Test Data of SPSS 2021

From the data above shows the known results of the R-square value is 0.145 with the results of the data above, it is stated that 14.5% is the value of employee performance which is explained by the variables of leadership style and discipline. While the remaining data of 85.5% from 100% - 14.5% is explained by other things that are not explained in this study.

D. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66,891	2	33,445	3,472	,040 ^b
	Residual	394,996	41	9,634		
	Total	461,886	43			

a. Dependent Variable: TY

b. Predictors: (Constant), TX2, TX1

Fig 2. F Test Data of SPSS 2021

The data above shows that the calculated F value is 3.472 with a Sig of 0.40. While the F table for = 0.05 with df 1 = 2 and df2 = 41 of 3.123. Therefore, the calculated F value is greater than the table F value (3.472 > 3.123) and the Sig. < (0.040 < 0.05) then the regression model in this study has met the goodness of fit model or the regression model that is formed is feasible and can be used to predict employee performance through leadership style and discipline variables.

E. Regression Model

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	10,058	8,039	
	TX1	,502	,275	,268
	TX2	,320	,213	,222

a. Dependent Variable: TY

Fig 3. Regression Model Data of SPSS 2021

Based on the value of B, multiple linear regression data can be obtained as follows:

$$Y = 10,058 + 0,502 X1 + 0,320 X2 + \varepsilon$$

The regression model formed states that the regression constant has a positive value of 10.058. This states that without a leadership style and discipline, the employees who are the respondents in this study actually have performance. This happens because there are other variables besides leadership style and discipline that can affect employee performance. The regression coefficient for the leadership style variable is positive 0.502, meaning that the higher the leadership style, the higher the employee's performance and every 1 unit increase in the leadership style will increase the employee's performance by 0.502 units. The regression coefficient for the Discipline variable is positive 0.320, meaning that the higher the discipline, the higher the employee's performance and each increase in 1 unit of discipline will increase the employee's performance by 0.320 units.

F. T Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,058	8,039		1,251	,218		
	TX1	,502	,275	,268	1,822	,076	,960	1,041
	TX2	,320	,213	,222	1,503	,140	,960	1,041

a. Dependent Variable: TY

Fig 1. T Test Data of SPSS 2021

The T table value for = 0.05 and df = 41 is 2.01954.

The calculated T value of the leadership style variable is 1.822 with Sig. t 0.076. This shows that the leadership style variable has a calculated T value that is between the range – T table to + T table (1.822 is in the range – 2.01954 to + 2.01954) and Sig.t > (0.076 > 0,05) means that leadership style has a positive but not significant effect on employee performance. The T value for the Discipline variable is 1.503 with Sig. t 0.140. This shows that the Discipline variable has a T arithmetic value that is between the range – T table to + T table (1.503 is in the range – 2.01954 to + 2.01954) and Sig.t > (0.140 > 0.05) means that discipline has a positive but not significant effect on employee performance.

G. Discussion

The Influence of Leadership Style on Employee Performance

The results obtained from the Questionnaire on leadership styles show that Greenstone City's leadership style is able to make the right decisions and motivate employees. Why is that because, in making decisions at this company, it always prioritizes deliberation and briefings that are routinely carried out before carrying out work every day, even the leadership in this company always listens to the complaints of its employees and the performance of each employee gets full responsibility from the leader. From the results of the T test, it can be seen that the leadership style has a positive but not significant effect on the performance of Greenstone City employees because even though there is a change in the level of leadership style it does not change employee performance significantly. This does not support research from Efendy and fitria (2020), Paulus Wairisal (2021) and Adi Kurniawan (2019) which states that leadership style has a positive and significant effect on employee performance.

The effect of discipline on employee performance

The results obtained from the Questionnaire regarding discipline indicate that Greenstone city employees have a very good record of attendance or absenteeism, and employees can use leave only when they are urgent or sick. In addition, greenstone city employees uphold the vision and the mission in carrying out their work in this case shows that employees also have high integrity, therefore it has been ensured that employees carry out their work with full responsibility and also pay attention to existing company regulations, one example is greenstone city employees completing work according to job the desk with the right timeframe and can be resolved properly.

Based on the results of the T test above, it shows that discipline has a positive but not significant effect on the performance of Greenstone City employees because even though there is a change in the level of employee discipline, it does not change employee performance significantly, for example, with a high level of employee attendance, good attitudes and behavior and responsibility. based on the items contained in the research instrument (questionnaire) will not significantly change employee performance. This supports the research of Nuke Ichlasurohmah (2021) which states that discipline has a positive but not significant effect. Meanwhile, according to Adi Kurniawan (2019), it shows that discipline has a positive and significant effect on employee performance.

V. CONCLUSION

From the discussion above, it shows that the leadership style variable as X1 and Discipline as X2 shows results that have a positive but not significant effect on employee performance. The results of this study indicate that the slight or large level of change in leadership style and discipline does not affect changes in employee performance significantly. This study shows that if PT. Notojoyo Nusantara in the Greenstone city project wants to improve employee performance, it can be done by improving several other things that can significantly affect employee performance which are not included in this study.

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