

The Effect Of Situational Leadership Style, Work Discipline And Work Motivation On Employee Performance At Rantauprapat Syariah Bank Indonesia

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Abstract

In the midst of the Covid-19 pandemic, Bank Syariah Indonesia Rantauprapat took a number of steps to keep the Bank's business growth healthy. midst of for social distancing due to the Covid-19 pandemic which has been implemented since mid-March 2019, Islamic Banks recorded an increase in the number of transactions through e-channels. This study uses a quantitative approach to determine the effect of situational leadership style, work discipline, and work motivation on employee performance at Bank Syariah Indonesia Rantau Prapat. The results showed that the variables of leadership style, work discipline, and work motivation had a positive and significant effect. This can be seen from the t-value of each independent variable of 4.530, situational leadership style of 4.131, work discipline of 4.131 and work motivation of 3.781, which is greater than the t-table value of 1.696. Then simultaneously also obtained the results of F arithmetic = 6.116 which is greater than the value of F table = 2.68 so that it can be concluded that the independent variable has a positive and significant effect on employee performance.

Keywords: *Situational Leadership Style, Work Discipline, Work Motivation, Employee Performance*

I. INTRODUCTION

In early 2020, the share performance of Bank Syariah Indonesia experienced a decline. This decline in stock performance was due to the impact of the Covid-19 pandemic that occurred throughout the world which resulted in Bank Syariah Indonesia's shares touching the lowest price at the level of Rp.135 on March 25, 2020. A pandemic is an extraordinary event that has an impact on humanity, socially, and the economy. The pandemic has also reduced world consumption, production, investment, and trade activities. The global economy is predicted to experience a fairly deep contraction of 3.5% in 2020. The Indonesian economy will contract by 5.32% in the second quarter of 2020. Facing this challenge, the Indonesian government has made a number of recovery efforts through increasing fiscal and monetary incentives as shown in the national economic recovery program (PEN). A relaxation policy in the financial services industry was also adopted to maintain financial system stability. In 2020, the economy grew minus 2.19% with a fairly low inflation rate of 1.68%. Nevertheless, foreign exchange reserves are considered adequate in dealing with external risks.

In a contracted economic situation, Bank Syariah Indonesia recorded positive performance growth in almost all financial and operational indicators. The intermediary function continues to operate by applying the precautionary principle. In 2020, Islamic Banks disbursed financing of Rp. 40.04 trillion, an increase of 46.24% compared to 2019 of Rp. 27.38 trillion. The value of the disbursed financing reached 106.35% of the 2020 target.

Bank Syariah Indonesia Rantauprapat is of the view that qualified and reliable human resources will make an important contribution to efforts to achieve the vision and mission of Bank Syariah Indonesia Rantauprapat. Therefore, Bank Syariah Indonesia Rantauprapat pays great attention to the management and development of human resource competencies, as well as conducting *succession plan* a comprehensive

Employees are one of the important elements in the development of an organization, therefore employee performance is needed in accordance with the standards and sizes and rules that have been set by the organization. Employees who are able to complete the work to the maximum is the hope of every organization.

There are many factors that can affect employee performance, one of which is leadership style. In determining the leadership style, it must be appropriate because the leadership style has a very large influence in moving employees to be able to work optimally and have a positive impact on the company. It can be said that leadership has a focus on what a leader does, namely the process by which a leader explains the company's vision and mission to his subordinates.

One of the leadership styles that can advance employees and can provide changes in the organization is the situational leadership style. According to Ivancevich in (Hidayat et al., 2013) situational leadership style is a style that emphasizes followers and the level of change. In other words, the situational leadership style is a method or method used by a leader in guiding, implementing, and encouraging subordinates to achieve company goals.

In addition to the situational leadership style in running an organization or company, work discipline is also something that the company needs to pay attention to. Because employees who are not disciplined in carrying out their work will have a negative impact on the profits that will be obtained by the company. Therefore the company must really give sanctions to employees who are not disciplined. Discipline shows an attitude of employee compliance with the regulations set by the company. Good discipline will reflect a sense of responsibility for all the work assigned to him.

In addition to work discipline, motivation also has a very important role. One of the reasons an employee is successful or not is because of the motivational factor he gets both from co-workers and from leaders in the company.

The success of an organization to achieve its goals depends on the ability and reliability of human resources who run other factors of production within the organization. This requires high performance from employees.

The phenomena of the problem in this study are

1. Unfavorable work conditions with workloads that have not been able to be completed by employees and an unfair division of labor are felt in completing work within a certain time.
2. The existence of bad habits from employees who come late, lunch schedule is relatively long, there is no information about the leadership will come or not again before the official time to go home.
3. There are still mistakes made by employees in completing their tasks, such as not achieving the target or not being realized according to the plan.
4. Employees' work is not completed on time, such as when reporting the number of customer documents that have not been completed with letters that have not been processed properly.

If the above constraints are not resolved as soon as possible or allowed to drag on, it is feared that it will have a negative impact on the overall performance of employees. Therefore, a leader's policy in overcoming these problems is very much needed.

II. LITERATURE REVIEW

Situational Leadership Style

word leadership basically starts from the word lead which means to guide or guide. Leadership is a cooperative activity in mobilizing all the capabilities of its members to achieve organizational goals. Several

definitions of leadership put forward by experts including Newstrom (2011:171), states that leadership is a process of influencing each other in order to achieve common goals. Furthermore, Yukl, (2010:26) argues that leadership is a process of mutual agreement about the activities carried out and understanding how the process is carried out as well as the process of individual facilities collectively in order to achieve common goals. Likewise, Afrida Dewi (2019) states that leadership is the ability to influence other people or groups in certain situations so that they can work together to achieve organizational goals.

Style is a word in English that means style, fashion, or the characteristics of a person. Leadership style is the nature and behavior of a leader to be able to influence others. According to Hersey and Blanchard ((Arifa, 2019), stating that leadership style is a consistent pattern of behavior that is applied in working with other people. According to Doha (Arifa, 2019), states that leadership style is a behavioral norm used by a person in influencing others

combination of relationship and task behavior according to situational theory, there are four leadership styles that can be used by a leader:

1. *Telling* (Direction)
2. *Selling* (Offers)
3. *Participating* (Participation)
4. *Delegating*(delegation)

Work

Discipline Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus, if the rules or regulations that exist in the company are ignored, or are often violated, the employees have poor discipline. On the other hand, if the employee complies with the company's provisions, it illustrates the existence of a good discipline condition. According to (Hasibuan, 2013), Discipline is "a person's awareness and willingness to obey all company regulations and applicable social norms." In addition, according to (Sutrisno, 2016) discipline is "the behavior of a person in accordance with the regulations, existing work procedures or discipline is an attitude, behavior, and actions that are in accordance with the regulations of the organization, both written and unwritten." From some of the opinions above, the author can understand that discipline is the attitude or willingness of a person to obey and obey the rules that apply in an organization.

Work Motivation The

term motivation, in everyday life, has various meanings, both related to individual behavior and organizational behavior. Motivation is an important element in humans that plays a role in realizing success in business and human work. According to (Afandi, 2018) motivation is a desire that comes from oneself or an individual, who is encouraged to act in doing work sincerely and seriously so as to produce a quality result. According to (Sutrisno, 2016) motivation is a factor that encourages a person to carry out a certain series of activities, or in other words as a factor driving a person's behavior to carry out activities.

Notion of motivation according to (Handoko, 2012), motivation is "a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals." Then according to (Mangkunegara, 2015) motivation is "a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals".

Employee Performance

According to Mangkunegara (2017: 67), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Similarly, (Sedarmayanti, 2011), says that performance is the result of a worker's work through the management process in the organization as a whole. Furthermore, (Fahmi, 2016) states that performance is the acquisition of results obtained from organizations that have *profit-oriented* and *non-profit-oriented* characteristics that are produced within a certain time.

According to Pasolong in (Arifa, 2019), the four factors that can influence employee performance include

- a. Ability, namely the ability in a field that is influenced by talent and intelligence.
- b. Willingness, namely the willingness to produce high output for organizational goals
- c. Energy, is a source of strength from within oneself.
- d. Technology, namely the application of knowledge to facilitate work.
- e. Compensation, namely remuneration received by employees and beneficial
- f. Clarity of goals, namely the goals to be achieved by employees.
- g. Security, namely the need for a sense of security in completing the work.

III. RESEARCH METHODS THE

type of research used in this research is *explanatory research* (explanation). According to (Sugiyono, 2015) *explanatory research* is research that looks at the relationship between research variables and tests hypotheses that have been formulated previously. This study uses a questionnaire as a tool to collect data.

In this study, the data analysis used were:

1. Descriptive

Analysis This analysis is used to analyze the data by describing the data that has been collected without intending to make general conclusions. In this study, it is used to describe the variables of situational leadership style, work discipline, work motivation and employee performance by distributing the items from each variable.

2. Multiple Linear Regression

Analysis This analysis is used to predict how the relationship between the independent variable and the dependent variable is. By using multiple linear regression equation formulated as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3$$

Description:

Y : Dependent variable (employee performance)

A : constant

B₁, b₁, b₃ ; Regression coefficient

X₁, x₂, x₃ : Independent variable

Hypothesis Testing

a. Partial

Hypothesis Testing This hypothesis is to determine the effect of situational leadership style, work discipline, and motivation on employee performance partially. According to Sugiyono (2019), the t-test is used with the formula:

$$T =$$

Description:

T : t value

R : partial correlation found

N : number of samples

With the guidance that if the t count > t table, then H₀ is rejected or H_a is accepted and vice versa if t count < t table, then H₀ is accepted or H_a is rejected.

b. Simultaneous Hypothesis Testing The

F test according to Sugiyono (201) is used to test the independent variables together on dependent variable, in addition to the F test it can be seen whether the linear regression model used is correct or not, with the formula:

$$F =$$

Where:

F : fisher probability distribution approach

K : number of independent variables

R² : coefficient of determination

N : number of respondents

Furthermore, to find out whether this regression is significant or not, the F test is used. If F count > F table, then the decision on H₀ is rejected and H_a is accepted and vice versa if F count < F table, then the decision on H_a is rejected and H₀ is accepted.

IV. RESULTS AND DISCUSSION

1. Validity Test

Table 1. Result of Situational Leadership Style Validity Test

Item	R count	Description
X1.1	0.663	Valid
X1.2	0.558	Valid
X1.3	0.783	Valid
X1.4	0.815	Valid
X1.5	0.817	Valid

Based on the calculation results obtained for all indicators on the situational leadership style variable meets the validity standard with an overall value of over 0.5 on each item in this study.

Table 2. The results of the Work Discipline Validity Test

Item	R count	Description
X2.1	0.655	Valid
X2.2	0.626	Valid
X2.3	0.767	Valid
X2.4	0.745	Valid
X2.5	0.709	Valid

Based on the calculation results obtained for all indicators on the work discipline variable meet the validity standard with an overall score of over 0.5 on each item in this study.

Table 3. Validity Test Results Work Motivation

Item	R count	Description
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X3.1	0.758	Valid
X3.2	X3.3	Valid
X3.4	0.708	Valid
0.712	X3.5	Valid
0.736	0.727	Valid

Based on the calculation results obtained for all indicators on the work motivation variable meet the validity standard with an overall value of over 0.5 on each item in this study.

Table 4. Employee Performance Validity Test Results

Item	R count	Description
y.1	0.695	Valid
y.2	0.761	Valid
y.3	0.714	Valid
y.4	0.764	Valid
y.5	0.798	Valid

Based on the calculation results obtained for all indicators on employee performance variables meet the validity standard with an overall value of over 0.5 on each item in this study.

2. Reliability Test

Table 5. Reliability Test

Variables	Test Items		Description
	<i>Cronbach Alpha</i>	<i>Composite Reliability</i>	
Situational leadership style	0.786	0.912	Reliable
Work discipline	0.758	0.939	Reliable
Work	Reliable	0.760 0.932	Employee
performance	0.746	0.948	Reliable

Based on the table above, the results of testing the value of Cronbach alpha and composite reliability produce values for situational leadership style, work discipline, work motivation and employee performance above the standard value set at 0.7 so that all variables are declared reliable.

Table 6. Multicollinearity Results

Independent variables	tolerance	VIF	Description
Situational leadership style	0.971	1.030	There is no multicollinearity
Work discipline	0.897	1.115	There is no multicollinearity
Work motivation	0.899	1.112	There is no multicollinearity

Based on table 6, it can be seen that there is no multicollinearity problem from this research equation, this is indicated by the VIF value < 10 and supported by the Tolerance Value > 0.1 .

Table 7. Heteroscedasticity Test Results

Independent variables	Sig	Conclusion
Situational leadership style	0.685	There
Work discipline	0.863	No
motivation	0.727	No

Based on the above results, it is known that the significance value of the situational leadership style variable is 0.685, work discipline is 0.863 and work motivation is 0.727, thus greater than (0.05). From these results, it is concluded that there is no heteroscedasticity problem in this study.

Table 8. Normality test results for

variables	Kolmogorov-Smirnov	p-value (sig)	Information
<i>Unstandardized Residual</i>	0.863	0.200	Normal

From the results of the Kolmogorov-Smirnov test, it shows that the significance value for the regression model is 0.200, which is greater than 0.05, meaning that these results indicate that the variables in this study are normally distributed.

Multiple Linear Analysis Results The

results of multiple linear regression calculations and multiple determinations can be seen in the following table:

Table 9. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,849	5,086		1,936	,002

Situational leadership style	,372	,236	,176	4,530	,000
Work discipline	,620	,150	620	4,131	,000
Work motivation	,240	,180	,117	3,781	,001

a. Dependent Variable: Employee performance

From the results of table 2 above, it can be presented in the form of a regression equation according to the multiple linear regression formula, namely $Y = 9.849 + 0.372X_1 + 0.620X_2 + 0.240X_3$.

Based on the above equation, it can be explained as follows:

1. The constant 9.849

is a constant which means that if the situational leadership style, work discipline and work motivation are equal to 0 then the employee's performance is 9.849.

2. Regression coefficient $X_1 = 0.372$

Is *slope* or direction of the situational leadership style variable that affects employee performance (Y). The value of parameter b_1 with a positive sign indicates that the situational leadership style variable has a direct influence on employee performance. The situational leadership style policy at Bank Syariah Indonesia in Rantau Parapat affects employee performance, assuming other variables are fixed or *ceteris paribus*.

3. Regression coefficient $X_2 = 0.620$

Is *slope* or direction of the work discipline variable that affects employee performance (Y). The value of parameter b_2 with a positive sign indicates that the situational leadership style variable has an influence that is in the direction of employee performance. Determination of work discipline at Bank Syariah Indonesia in Rantau Parapat affects employee performance, assuming other variables are fixed or *ceteris paribus*.

4. Regression coefficient $X_3 = 0.240$

Is *slope* or direction of the work motivation variable that affects employee performance (Y). The value of parameter b_3 with a positive sign indicates that the situational leadership style variable has a direct influence on employee performance. The provision of work motivation at the Indonesian Islamic Bank in Rantau Parapat affects employee performance, assuming other variables are fixed or *ceteris paribus*.

Hypothesis Testing

1. Partial hypothesis testing

a. The first hypothesis examines the significant effect of situational leadership style (X_1) on employee performance (Y). The results of the t test are shown in the following table:

Table 10. test results of the influence of situational leadership style variables on employee performance (Y)

Independent variable Dependent	variable	T count	T table	Significant ($\alpha = 5\%$)	Decision
Situational Leadership Style	Employee performance	4,530	1,696	0.000	Ho is rejected and Ha is accepted

From the data in table 10, when compared with the value of t count = 4,530, it is greater than t table = 1,696. While the significance value of 0.000 is smaller than 0.05. So it can be explained that the situational leadership style variable partially affects employee performance (Y), then H1 is acceptable

b. The first hypothesis examines the significant effect of work discipline (X_2) on employee performance (Y). The results of the t test are shown in the following table:

Table 11. Test results on the effect of work discipline variables on employee performance (Y)

Independent variable Dependent	variable	T count	T table	Significant ($\alpha = 5\%$)	Decision
Work Discipline	Employee performance	4,131	1,696	0,000	Ho is rejected and Ha is accepted

From the data in table 11, when compared with the value of t count = 4.131, it is greater than t table = 1.696. While the significance value of 0.000 is smaller than 0.05. So it can be explained that the work discipline variable partially affects employee performance (Y), then H1 can be accepted

- c. The first hypothesis examines the significant effect of work motivation (X3) on employee performance (Y). The results of the t test are shown in the following table:

Table 12. test results of the influence of work motivation variables on employee performance (Y)

Independent	Variable Variable	Bound	T count	T table	Significant ($\alpha = 5\%$)	Decision
Work Motivation	Employee performance		3,781	1,696	0.001	Ho is rejected and Ha is accepted

From the data in table 12, when compared with the value of t count = 3.781, it is greater than t table = 1.696. While the significance value of 0.001 is smaller than 0.05. So it can be explained that the work motivation variable partially on employee performance (Y), then H1 can be accepted

2. Simultaneous hypothesis testing

The next hypothesis is to see the significant effect of situational leadership style, work discipline and work motivation on employee performance together or simultaneously. The results of the F test can be seen as a whole in the following table:

Table 13. F Test Results Independent

variables Dependent	variable	F count	F table	Significant ($\alpha = 5\%$)	Decision
Situational Leadership Style ₁), work discipline (X ₂) and work motivation (X ₃)	Employee performance	6,166	2,68	0,002	Ho is rejected and Ha is accepted

Based on the table above, it shows that the calculated F value = 6.166 is greater than the F table value = 2.68 or F arithmetic has a significant level of 0.002 which is smaller than = 0.05. So this hypothesis states that the variables of situational leadership style, work discipline and work motivation together have a significant effect on employee performance (Y) can be proven or Ho is rejected and Ha is accepted. To find out

the magnitude of the effect together, it can be seen from the results of *Adjusted R Square* = 0.674 (67.40%), it can be explained that from 67.40% the performance of employees at Bank Syariah Indonesia Rantau Prapat can be explained by the situational leadership style variable (X_1), work discipline (X_2) and work motivation (X_3) and the remaining 32.60% is explained by other variables not included in this study.

Table 14: Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	,611 ^a	,674	,613

a. Predictors: (Constant), Work motivation, Situational leadership style, Work discipline

b. Dependent Variable: Employee performance

V. CONCLUSION

1. Situational leadership style has a positive and significant effect on employee performance. This is indicated by a significance value smaller than the significance level value of 0.05. Situational leadership is based on relationship and task behavior, where an effective leader is not only shown in the amount of power he has but can be shown through attention and commitment to his subordinates so that it can improve better work results and have an impact on improving company performance.
2. Work discipline has a positive and significant effect on employee performance. This is indicated by a significance value below the 0.05 significance level. Work discipline has the greatest influence on employee performance, it can be seen from the results of research which show the number 0.620. Therefore, giving sanctions to employees who are late has a positive impact on employee performance.
3. Motivation has a positive and significant effect on employee performance. This is indicated by a significance value below the 0.05 significance level. Motivation is an encouragement that can create one's work enthusiasm, willing to work together to achieve job satisfaction. Therefore, companies need to provide motivation with various things that can stimulate employee morale so that they can complete the job.

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