

THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT BUKIT ASAM, Tbk KERPATATI pier UNIT

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ABSTRACT

This research aims to determine the influence of leadership style and work discipline on the performance of employees of PT Bukit Asam, Tbk Kertapati Pier Unit. The population in this study were all employees of PT Bukit Asam, Tbk Kertapati Pier Unit, totaling 66 people. The sampling technique is using instrument test analysis techniques, data analysis using validity, reliability, multiple regression analysis, t test and F test. The results of the research show that leadership style has a positive and significant effect of 3.843, work discipline has a positive and significant effect of 1.953 on the performance of PT Bukit Asam, Tbk Kertapati Pier Unit employees. . The results of the regression calculation show that the coefficient of determination (R square) is 0.634 or 63.4%. This means that the leadership style and work discipline variables are able to explain variations in the performance of PT Bukit Asam, Tbk Kertapati Pier Unit employees by 63.4%, while the remaining 36.6% is explained by other variables outside this research.

Key words: leadership style, work discipline

Introduction

A company to obtain human resources that are expected to be able to provide positive results to all work in the organization or company, then the company must empower employees. Empowerment can be done by the company in various ways, one of which is in leadership style and work discipline. Every organization is expected to have a high leadership style and work discipline so that it can improve high performance as well.

The leadership style in PT Bukit Asam Tbk Kertapati Pier Unit is good, the leader wants all employees close to each other with various activities together, for example by holding morning gymnastics and cleanliness every Friday.

However, for some employees, participating in these activities is very burdensome because the tasks carried out are many and take time to complete the task. This resulted in jealousy between fellow officers. In addition, the leader wants the employee to carry out the task well and make all decisions related to the work of the employee, resulting in employees less free in determining the method of work that is suitable for himself.

As for the understanding of other leadership styles put forward by Rivai and Mulyadi (2021:106), which is a series of patterns carried out by a leader both visible and invisible in giving influence to his subordinates. According to Fahmi (2017:15), "Leadership is a science that tests comprehensively on how to direct, influence, and supervise others to do tasks in accordance with planned orders."

According to Sumadhinata (2018) work discipline is a tool that managers use to communicate with employees so that they are willing to change their behavior and to raise awareness and awareness and willingness to obey all the rules and social norms that apply in a company.

Performance will be realized if the employees have the ability to complete the task that is his responsibility, so that a leader must be able to provide a discipline to employees so that employee performance becomes better. As for the understanding of Performance is the manifestation of the ability in the form of real work or is the result of work achieved

Officers in carrying out tasks and jobs that come from the company. The man (2017:48).

According to Mangkunegara (2017:9) that employee performance is "a quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him".

PT Bukit Asam, Tbk Kertapati Pier Unit is a company engaged in coal mining. Based on the results of the researcher's observation of several employees of PT Bukit Asam, Tbk Kertapati Pier Unit that the resuffigation of employees still exists, due to personal problems such as sudden needs, illness, no information, misfortune, late and so on. Here is the recapitulation of employee attendance:

Tabel 1.1

Recapitulation of PT Bukit Asam, Tbk Employee Absences in 2023

Bulan	Sakit	Izin	Cuti	Dinas
Januari	0	0	119	35
Februari	2	0	77	89
Maret	1	0	85	38
April	0	0	110	22
Mei	11	0	82	61
Juni	9	17	45	105
Juli	4	0	93	35
Agustus	3	7	64	125
September	1	0	24	77
Oktober	17	0	33	76
November	13	0	52	164
Desember	0	0	28	87
Jumlah	61	24	812	914

Source : PT Bukit Asam, Tbk Unit Dermaga Kertapati, 2023

Based on observations at PT Bukit Asam, Tbk Kertapati Pier Unit in improving the performance of its employees is also supported by leadership style and work discipline that is comparable to the work of its employees. There are several types of leadership styles and work disciplines provided by PT Bukit Asam, Tbk Kertapati Pier Unit

Based on the description above, the researcher is interested in conducting a study with the title “Influencing Leadership Style and Work Discipline on Employee Performance at PT Bukit Asam, Tbk Kertapati Pier Unit”.

Literature Review

Every organization needs a good leadership so that individuals in the organization can be adapted well. Leadership is considered important by an individual because it has a very valuable value, which has a clear purpose and that will certainly help for future survival.

According to Fahmi (2017:15), “Leadership is a science that tests comprehensively on how to direct, influence, and supervise others to do tasks in accordance with planned orders.”

According to George R. Terry (2018:57) leadership is a relationship that exists in a person or leader, activity influences people to work consciously in a task relationship, seeking to achieve the goals of the group voluntarily.

And one thing to keep in mind that leadership doesn't have to be limited by the rules or manners of bureaucracy. Leadership can happen anywhere, as long as a person shows his ability to influence his or her behavior in the direction of the achievement of a particular goal.

Based on the opinion of experts it can be concluded that leadership is as a process of influencing or setting an example by the leader to his followers in an effort to achieve organizational goals.

H. Joseph Reitz in Rahayu (2017:2), in carrying out Leaders’ activities are several factors that affect leadership style, namely:

1. Personality, past experience and expectations of leaders, this includes values, backgrounds and experiences will affect the choice of leadership style.
2. The hope and behavior of superiors
3. Characteristics, expectations and behavior of subordinates influence the leadership style of superiors.
4. The need for a task, each subordinate task will also affect the style of the leader.
5. The climate and policies of the organization affect the expectations and behavior of subordinates.
6. Hope and behavior of colleagues

The success of a leader depends on how to build a good relationship between the leader and his subordinates. This will make it easier for leaders to move their employees to achieve organizational goals.

According to Rivai and Mulyadi (2018 : 27) Leadership Style is a set of traits that a leader uses to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and preferred strategy. A leadership style that shows, directly or indirectly, about the belief of a leader in the ability of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which is often applied by a person. According to Susilo (2018:75) defines leadership is the style of a leader in influencing his subordinates, so that 11 can work together and work effectively according to his orders.

Types of leadership styles according to Siagian in Busro (2018:229), among others:

1. Atocratic Leadership Style

The autocratic leadership style is a leadership style in which a leader has complete control in determining policies and procedures, setting goals and objectives, and supervising all organizational activities without the participation of subordinates.

- 2 Military Leadership Style

The style of military leadership is a style of leadership in which a leader moves his subordinates through orders that are obliged to be obeyed by his subordinates, and demand a high level of discipline from his subordinates.

3. Paternalistic Leadership Style

The paternalistic leadership style is a leadership style where a leader always protects his subordinates because he considers that his subordinates are not able to make decisions.

4. Charismatic Leadership Style

The charismatic leadership style is a leadership style where a leader has a high appeal, so as to be able to positively influence his subordinates to achieve organizational goals.

5. Democratic Leadership Style

A democratic leadership style is a leadership style where a leader always discusses and teams up with his subordinates to achieve the goals of the organization.

In carrying out the order and smoothness of the workforce, a regulation and policy of the company is needed. According to Sumadhinata (2018:2) work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and to raise awareness and awareness of one's willingness to obey all the rules and social norms that apply in a company. But according to Fererius Hetlan Muhyadin (2019:25) the discipline of work is the ability of a person's work to be regular, diligent continuously and work in accordance with the rules in force by not violating the rules that have been set. Work discipline is the observance of labor to the rules of work that have been made and set by the company where they work. With the discipline of work means that a person is required to implement every regulation that has been in the company. This is necessary because it will affect the task given to the person. Whereas according to Ramon (2019:86) the discipline of work is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him. Good work discipline reflects a person's sense of responsibility for the tasks he gives." This encourages work passion, work spirit, and the realization of the goals of the company, labor, and society.

From some of the above definitions it can be concluded that the discipline of work is the obedience of a person or group to the rules and other conditions that apply to the company that aims to maximize the achievement of the target charged to a person or group of people.

According to the Divine (2017:33) there are divided into two forms of work discipline of the two forms, among others:

1. Self-identification (Discipline arising from itself). Discipline that arises from self-study of job satisfaction, so that job satisfaction also affects the work discipline of employees in the company, which means that if high employee work satisfaction is higher also the discipline of the employee. And conversely, if employee job satisfaction is low then the employee's discipline is also low in awareness of the employee itself, because of his duties and obligations. So the cycle that exists in the employee follows the level of employee satisfaction.

2. Command discipline (Discipline based on command). This discipline arises because there are rules or sanctions that are applied in the organization. But the discipline is discipline that has no intention of an employee, but only coercion and only follows the existing rules, so as not to be subject to a letter of reprimand from the Human Resources (HR).

According to Afandi Pandi (2018:21) The dimensions and indicators of work discipline are implemented by all members or employees who work in an organization, are:

Dimensions of time observance, with indicators:

1. Enter work on time
2. Effective use of time
3. Never missed/no work

Dimensions of work responsibilities, with indicators:

1. Comply with all organizational or corporate regulations
2. Target work
3. Make a daily work report

Employees who have high work discipline will feel the risk of leaving the job if it is not finished, will even feel happy if they can complete on time.

Good employee performance in completing the work provided by the company will greatly affect the results of work both in terms of quality and quantity. Good work will help the smooth life of an organization.

According to Kusriyanto in Mangkunegara (2017:9) employee performance is "Comparison of results achieved with the participation of the labor force of time unit". According to Cardosa in Mangkunegara (2017:9) put forward the definition of work as "an expression such as output, efficiency and effectiveness are often associated with productivity".

According to Mangkunegara (2017:9) that employee performance is "The results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him".

From the above understanding it can be concluded that employee performance is the result of work (output) both quality and quantity achieved by HR or employees union period time in carrying out their work tasks in accordance with the responsibilities given to him.

Febriyan and Siagian (2020:29) stated that high-performance employee performance has several characteristics including:

1. Both personal and responsible.
2. It's hard to decide how to solve the challenge.
3. Similar to the real purpose
4. Take advantage of criticism about the current task.
5. A series of realization concepts offer opportunities

An organization was established for a specific purpose. That goal cannot be achieved if the employee does not understand the goals of the work done. This means that the achievement of the goals of each work carried out by employees will have a comprehensive impact on the organization's goals. Therefore, an employee must understand the indicators of performance as part of an understanding of the work of his work.

According to Indrasari (2017:57) said that the concept that can be used as a reference to measure and assess employee performance, namely:

1. The quality of work, which can be seen in terms of accuracy and work skills, speed of job completion, skills and prowess.
2. The quantity factor of work, measured by quantitative ability in achieving the target or work results for new jobs.
3. Knowledge factor, reviewing the ability of employees to understand things related to the tasks they do.
4. The reliability factor, measuring the ability and reliability in carrying out its duties, both in carrying out regulations and initiatives and discipline.
5. The attendance factor, which is to see the activities of employees in routine activities in the office.
6. The factor of cooperation, seeing how hotel employees work with others in completing a job.

Research Method

The author conducts research activities at PT Bukit Asam, Tbk Kertapati Pier Unit located at Jalan KH Ahmad Dahlan No. 80, Talang Ant Village, Bukit Kecil Subdistrict, Palembang City. South Sumatra. Research activities were conducted on 01 – 30 November 2023.

In order for research to be directed and not deviate from problems, the authors limit the problem to the influence of leadership style and work discipline on employee performance in PT Bukit Asam, Tbk Kertapati Pier Unit.

According to Kamaruddin, (2017: 64) the population is all individuals/units that are the target of research. The population must have limits and characteristics according to the purpose of the research. If a person is going to examine all the elements that are in the research area, then the

research is population research. Based on the description above, the number of population taken from this study is 66 permanent employees of PT Bukit Asam, Tbk Kertapati Pier Unit

Sample according to Sugiyono (2017:137) is part of the number and characteristics possessed by the population. In this study the authors made the entire research population a sample because this study used saturated sampling methods. Saturated sampling according to Sugiyono (2019:133) is a sample that when added in number, will not add representation so that it will not affect the value of the information that has been obtained.

Results

Validity Test

This validity test is done to measure whether the data that has been obtained after the study is valid data or not, using the measuring instrument used (kuesioner). Validity test on the data analysis process has the purpose that the validity of the research instrument can be known. So that the instrument can be used to measure what should be measured. While instruments are called reliable when research instruments can be used to measure similar objects and produce similar data. Validity test is done by comparing the value of the r count with the r value of the table. It is known that the number of samples in this study is 66, then r tables are 0.2387. Validity test results can be seen in the table below:

Tabel 4.5

Validity Test

Item	R count	R table	Results
X1	0.389	0.2387	Valid
X2	0.317	0.2387	Valid
X3	0.368	0.2387	Valid
X4	0.788	0.2387	Valid
X5	0.478	0.2387	Valid
X6	0.648	0.2387	Valid
X7	0.640	0.2387	Valid
X8	0.721	0.2387	Valid
X9	0.769	0.2387	Valid
X10	0.418	0.2387	Valid
X11	0.634	0.2387	Valid
X12	0.813	0.2387	Valid
X13	0.570	0.2387	Valid
X14	0.393	0.2387	Valid
X15	0.312	0.2387	Valid
X16	0.588	0.2387	Valid
X17	0.384	0.2387	Valid
X18	0.581	0.2387	Valid
X19	0.335	0.2387	Valid
X20	0.441	0.2387	Valid
Y1	0.831	0.2387	Valid
Y2	0.320	0.2387	Valid
Y3	0.308	0.2387	Valid
Y4	0.410	0.2387	Valid
Y5	0.593	0.2387	Valid

Y6	0.804	0.2387	Valid
Y7	0.432	0.2387	Valid
Y8	0.327	0.2387	Valid
Y9	0.347	0.2387	Valid
Y10	0.540	0.2387	Valid

Source: Data processing

Based on the table above, it can be concluded that each item on the research questionnaisary is valid. This is expressed by the calculation value of each item above the r value of the table for 66 samples which is 0.2387. This study is valid.

Reliability Test

In research, reliability is the extent to which the measurement of a test remains consistent after repeated results in the subject and under the same conditions. Research is considered reliable when it provides consistent results for the same measurement.

The total variable confidence index is what we are pursuing with the reliability test of this instrument. After checking the validity and obtained valid statement items, the reliability checks were further carried out using the formula Cronbach Alpha to ensure the consistency of these items. The reliability of questionnais question items can be determined if the Cronbach's Alpha score is greater than 0.60.

Tabel 4.6

Reliability Test

Variable	Cronbach Alpha	Minimum Stabdard	Results
Gaya Kepemimpinan	0,701	0,600	Reliable
Disiplin Kerja	0,674	0,600	Reliable
Kinerja	0,716	0,600	reliable

Source: Data Processing

From the outout table above, it can be seen that all three variables have a cronbach alpha value greater than 0.60. Then it can be concluded that the question item on the questionnais can be said to be consistent or reliable.

Multiple Linear Regression

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis is done to determine the direction and how much the influence of independent variables on dependent variables (Ghozali, 2018)

In this study there are 2 variables X and 1 variable Y. The equation of multiple linear regression is mathematically expressed by:

$$Y = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

Explanation:

Y = non-free variable (value of variables to be predicted)

A = constant

b₁, b₂, b_n = regression coefficient value

X₁, X₂, X_n = free variable

In this study, SPSS was used to perform the calculations needed for regression analysis. As shown in the table below, the attached analysis produces the following findings.

Tabel 4.7

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	14,548	2,552		5,701 ,000
	X1	,428	,111	,547	3,843 ,000
	X2	,215	,110	,278	1,953 ,002
a. Dependent Variable: Y					

Sumber: data primer diolah

The equation of regression from the results of statistical calculations is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$\text{Purchase Decision} = 14,548 + 0.428 + 0.215$$

1. The constant value (a) of 14,548 means that the Leadership Style and Work Discipline is assumed to be zero then Employee Performance is worth 14,548.
2. The value of the regression coefficient of the Leadership Style variable is 0.428. This means that each improvement in the Leadership Style of 1 unit will improve Employee Performance by 0.428 assuming another variable remains.
3. The value of the work discipline regression coefficient of 0.215 means that each increase in the Work Discipline of 1 unit will increase the purchase decision by 0.215 assuming another variable is fixed.
4. Standard probability error. The standard error effect on Y but is not included in the equation.

T test

The t test is used to test the significance of the relationship between the X and Y variables, whether the X1 and X2 variables really affect the Y variable separately or partially: The following will be explained the partial test of each variable.

In the Leadership Style Variable is known to count 3,843 > t table 1.668 and sig 0.0000 < 0.005 Meaning that the Leadership Style Variable has a significant effect on Employee Performance.

While in the Working Discipline Variable is known to count 1.953 > t table 1.668 and sig 0.002 < 0.005. This means that the Work Disciplinary Variable has a significant effect on Employee Performance.

F Test

The F test basically shows whether all independent or free variables have a shared influence on dependent or bound variables. To prove this, the test F is carried out, the results of the regression test simultaneously or the F test can be seen in the table below:

Tabel 4.8 F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216,219	2	108,110	54,570	,000 ^b
	Residual	124,811	63	1,981		
	Total	341,030	65			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: data processing

In the table above the results of the hypothesis test show that the value of F counts $54,570 > F$ table 3,986 with sig $0.000 < 0.05$ means that the ident for the jointly influential variables significantly affect the dependent variable.

Coefficient of Determination

The purpose of the determination coefficient analysis is to find out the extent to which independent variables explain the dependent variable. The results of the calculation of the determination coefficient can be seen from the table below:

Tabel 4.9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,796 ^a	,634	,622	1,408

Source: data

a. Predictors: (Constant), X2, X1

processing

Based on the SPSS analysis, the independent variable that is the leadership style and work discipline can explain the dependent variable that is Employee Performance by 63.4% variant of the response rate, while the remaining 36.6% is caused by factors outside the regression model.

Discussion

Based on the calculation of data with SPSS above, the results that independent variables consisting of Leadership Style and Work Discipline have a Significant effect on Dependent Variables, namely Employee Performance.

Partially this can be seen in the results of the Test of each independent variable, both of which have a greater value than t table, and have a significance value below 0.005. In the Leadership Style Variable is known to count $3,843 > t$ table 1.668 and sig $0.0000 < 0.005$ Meaning that the Leadership Style Variable has a significant effect on Employee Performance. While in the Working Discipline Variable is known to count $1.953 > t$ table 1.668 and sig $0.002 < 0.005$. This means that the Work Disciplin Variable has a significant effect on Employee Performance.

While stimult can be seen from the greater F Test of F of the table. Where the value of F counts $54,570 > F$ table 3.986 with sig $0.000 < 0.05$ which means that the indpenden variable together has a significant effect on the dependent variable.

Meanwhile, the independent variable that is leadership style and work discipline can explain the dependent variable that is Employee Performance of 63.4% variant response level, while the remaining 36.6% is caused by factors outside the regression model.

Conclusion

Based on the results of the analysis of the data obtained the following conclusions:

1. After the calculation through the T Test, it was obtained that partially variables of leadership style and work discipline affect employee performance. This is characterized by the T value of the calculation of both variables greater than the value of the table t. The value of the value of the leadership style variable is 3,843, while the count for the discipline of work is 1.953. Both are greater than the table t value of 1,668. Appeal to the received H0.

2 Both variables are Leadership Style and Work Discipline affect the stimulation of Employee Performance, because based on the F test, the value of F is 54,570 or greater than the value of F table which is 3.986. Appeal to the received H0.

3. Leadership and Work Discipline Style has a significant effect on Employee Performance, this is seen from the coefficient of determination of R2 as much as 0.634 that means, the Leadership and

Work Discipline Style variable can explain the Employee Performance Variable of 63.4%, while the remaining 36.6% is explained by other variables. Appeal to the received H0.

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