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The Influence of Leadership Style and Work Discipline on Employee Performance at The Tangerang City Employment Service

Muhamad Arif¹; Kustitik²; Isep Amas Priatna³

Universitas Pamulang, mhmdarif0503@gmail.com; dosen01744@unpam.ac.id;
dosen01629@unpam.ac.id

Abstract. *The aim of this research is to determine the influence of leadership style and work discipline on the performance of employees at the Tangerang City Employment Service both partially and simultaneously. The method used is a quantitative method. The sampling technique used was a saturated sampling technique with a sample of 51 respondents. Data analysis uses validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. The test results in the X1 t test obtained a calculated t value > t table or (7.289 > 2.009). This is also reinforced by the calculated sig value < sig. 0.05 or (0.000 < 0.05). With this, H0 is rejected and H1 is accepted, this shows that there is a partial positive and significant influence between leadership styles on employee performance at the Tangerang City Employment Service. Test results in the t test X2 calculated t value > t table or (10.305 > 2.009). This is also reinforced by the calculated sig value < sig. 0.05 or (0.000 < 0.05). With this, H0 is rejected and H2 is accepted, this shows that there is a partial positive and significant influence between work disciplines on employee performance at the Tangerang City Employment Service. The calculated F value > F table or (75.459 > 3.19), this is also reinforced by the calculated sig < sig. 0.05. Or (0.000 < 0.05). Thus, H0 is rejected and H3 is accepted, this shows that there is a simultaneous positive and significant influence between leadership style and work discipline on employee performance at the Tangerang City Employment Service.*

Keywords: *Leadership Style; Work Discipline; Employee Performance*

A. INTRODUCTION

Current technological developments make work in all fields and human activities faster and more practical, almost all fields of work and activities depend on information technology or are computerized. The use of information technology aims to make work easier, such as fast and accurate data processing programs. So it can make work more effective and efficient. Human resources in this case play a very active and dominant role in every organizational activity because humans are planners, actors and determinants of the realization of organizational goals.

The Tangerang City Manpower Service is a government agency which has the main task of carrying out regional household affairs in the field of labor whose responsibilities include: labor protection, job fairs, industrial relations and worker training. Based on the results of observations, problems were found related to employee performance which had

decreased in the last 3 years. The first factor that is thought to influence performance in this research is leadership style. Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Agustina, 2018:27). The next factor that influences employee performance is work discipline. Work discipline is the awareness and willingness of employees to comply with all organizational or company regulations and applicable social norms (Sinambela, 2018). There is still low employee awareness of the importance of work discipline and leadership is less firm in imposing sanctions for violations of work discipline. It can be concluded that work discipline at the Tangerang City Employment Service is still not optimal.

B. LITERATURE REVIEW

Leadership Style

According to Busro (2018: 226) "leadership style is a way in which a leader is able to influence followers to voluntarily carry out various joint actions ordered by the leader without feeling that he is being pressured in order to achieve organizational goals."

According to Zainal et., al. (2017:42). "Leadership style is a set of characteristics that a leader uses to influence his employees so that organizational goals are achieved or it could also be said to be a pattern of behavior and strategies implemented by a leader."

From this description it can be concluded that leadership style is certain methods, methods and abilities that leaders use to influence, guide, encourage and control other people or subordinates to achieve goals through behavior, communication and interaction.

Work Discipline

Hasibuan (2017:193) "work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms".

Ansory (2018:36) "discipline is a feeling of being obedient and obedient to the work that is your responsibility". This discipline is closely related to authority. If authority does not operate properly, then discipline will be lost. Therefore, authority holders must be able to instill discipline towards himself so that he has responsibility for work in accordance with the authority vested in him.

Based on several definitions put forward by the experts above, the researcher concludes that work discipline is a behavior that must be instilled in oneself in order to create good performance in doing work, whether at work or anywhere.

Employee Performance

According to Ainsworth (2017: 9) "performance is the end point of a person, resources and a particular environment that are gathered together with the intention of producing either a visible product or a service that is not directly visible".

According to Edison (2016) "performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements".

Based on the definition of performance from several expert opinions, it can be concluded that performance is the result of work achieved by a group of people in an organization according to their responsibility and authority to achieve goals.

C. RESEARCH METHODOLOGY

This research uses a type of quantitative research with a survey method, namely research that takes samples from a population and uses a questionnaire as a tool. This research aims to determine the influence of leadership style and work discipline on the

performance of employees at the Tangerang City Employment Service, totaling 51 employees. Data analysis techniques used include: Instrument Test (Variability and Reliability Test), Normality Test, Multicollinearity Test, Heteroscedastic Test, Multiple Regression Test, t Test, F Test and Determination Test.

D. RESULTS AND DISCUSSION

Validity Test

The validity test is intended to test whether the statement on each item in the questionnaire is valid or not.

- a. If the calculated r value > r table, then the instrument is declared valid
- b. If the calculated r value < r table, then the instrument is declared invalid

Table 1 Validation Test Results Based on Leadership Style Variables (X1)

Variabel	Statement	r count	r table (n=51-2=49)	Information
Leadership Style (X1)	X1.1	0.569	0.2329	Valid
	X1.2	0.640	0.2329	Valid
	X1.3	0.623	0.2329	Valid
	X1.4	0.614	0.2329	Valid
	X1.5	0.708	0.2329	Valid
	X1.6	0.665	0.2329	Valid
	X1.7	0.567	0.2329	Valid
	X1.8	0.567	0.2329	Valid
	X1.9	0.716	0.2329	Valid
	X1.10	0.694	0.2329	Valid

Source: Data processed by the author, 2023

Table 2 Validation Test Results Based on Work Discipline Variables (X2)

Variabel	Statemnt	r count	r table (n=51-2=49)	Information
Work Discipline (X2)	X2.1	0.765	0.2329	Valid
	X2.2	0.761	0.2329	Valid
	X2.3	0.626	0.2329	Valid
	X2.4	0.689	0.2329	Valid
	X2.5	0.757	0.2329	Valid
	X2.6	0.640	0.2329	Valid
	X2.7	0.673	0.2329	Valid
	X2.8	0.554	0.2329	Valid
	X2.9	0.626	0.2329	Valid
	X2.10	0.455	0.2329	Valid

Source: Data processed by the author, 2023

Table 3 Validation Test Results Based on Performance Variables (Y)

Variabel	Statement	r Count	r table (n=51-2=49)	Information
Employee Performance (Y)	Y1	0.514	0.2329	Valid
	Y2	0.679	0.2329	Valid
	Y3	0.598	0.2329	Valid
	Y4	0.672	0.2329	Valid

Variabel	Statement	r Count	r table (n=51-2=49)	Information
	Y5	0.689	0.2329	Valid
	Y6	0.713	0.2329	Valid
	Y7	0.712	0.2329	Valid
	Y8	0.740	0.2329	Valid
	Y9	0.782	0.2329	Valid
	Y10	0.668	0.2329	Valid

Source: Data processed by the author, 2023

From the data above, it can be concluded that the results of the r count for the entire performance variable instrument (Y) show that r count > r table 0.2329, so all performance statement items are declared valid.

Reliability Test

The reliability test is intended to find out how far the measuring instrument can be trusted. A questionnaire is declared reliable or reliable if a person's answers to statements are constant or stable over time.

Table 4 Reliability Test Results for Independent and Dependent Variables

Variabel	Cronbach Alpha	Standar Cronbach	
(X1)	0.835	0.600	Reliabel
(X2)	0.848	0.600	Reliabel
(Y)	0.869	0.600	Reliabel

Source: Data processed by the author, 2023

Based on the test results in the table above, it shows that the variables leadership style (X1), work discipline (X2) and performance (Y) are declared reliable. This is proven by each variable having a Cronbach Alpha value > 0.600.

Multiple Regression Analysis Test

Table 5 Results of Multiple Linear Regression Management Between Leadership Style (X1) and Work Discipline (X2) on Performance (Y)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.217	.101		2.153	.036
	Total Leadership Style	.445	.076	.458	5.857	.000
	Total Work Discipline	.730	.105	.543	6.937	.000

a. Dependent Variable: Total Kinerja Karyawan

Source : Data Processed by the author, 2023

Based on table 5, the results of these calculations show that the regression coefficient value for the leadership style variable is 0.445, work discipline is 0.730 and the constant is 0.217. So the results of the Multiple Linear Regression equation are as follows:

$$Y = 0.217 + 0.445X_1 + 0.730X_2$$

constant of 0.217 means that if the leadership style variable and work discipline variable have a value of zero or do not increase, employee performance will still have a value of 0.217.

Analysis of the coefficient of determination

Table 6 Output Results of the Coefficient of Determination of Leadership Style (X1) and Work Discipline (X2) on Performance (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.871 ^a	.759	.749	2.640	.759	75.459	2	48	.000	1.394

a. Predictors: (Constant), Total Disiplin Kerja, Total Gaya Kepemimpinan

b. Dependent Variable: Total Kinerja Karyawan

Source : Data Processed by the author, 2023

From the table above, Adjusted R Square 0.749 means that the variables leadership style (X1) and work discipline (X2) contribute 74.9% influence to performance (Y) and the remaining 25.1% is influenced by other factors outside the research.

Partial Hypothesis Test (t test)

The partial hypothesis test is used to determine whether the Work Culture (X1) and Work Environment (X2) variables have a partial effect on the Employee Performance variable (Y). The following are the results of partial hypothesis testing or t test in this research:

Table 7 Leadership Style t-test Results

Independen Variabel	Unstandardized Coefficient		Standardized Coefficient		Sig.
	B	Std.Error	Beta	t	
Contstant	12.521	4.077		3.071	.003
Leadership Style	.705	.097	.721	7.289	.000

Source : Data Processed by the author, 2023

Based on the table above, the results of the partial test (t test) between leadership style (X1) and performance (Y) show a calculated t value of 7.289 > t table 2.009 and sig 0.000 < 0.05 so that H01 is rejected and Ha1 is accepted, so it can be concluded "there is a positive influence and significant relationship between leadership style (X1) and performance (Y).

Table 8 Work Discipline t-test Results

Independen Variabel	Unstandardized Coefficient		Standardized Coefficient		Sig.
	B	Std.Error	Beta	T	
Contstant	3.899	3.721		1.048	.300
Work Discipline	.891	.086	.827	10.305	.000

Source : Data Processed by the author, 2023

Based on the table above, the partial test (t test) between work discipline (X2) and performance (Y) shows a calculated t value of 10.305 > t table 2.009 and sig 0.000 < 0.05 so that H02 is rejected and Ha1 is accepted, so it can be concluded "there is a positive influence and significant relationship between work discipline (X2) and performance (Y).

F Test (Simultaneous)

Table 9 Output Results of Simultaneous Hypothesis Testing X1 and X2 Against Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1051.551	2	525.775	75.459	.000 ^b
	Residual	334.449	48	6.968		
	Total	1386.000	50			

a. Dependent Variable: Total Kinerja Karyawan

b. Predictors: (Constant), Total Disiplin Kerja, Total Gaya Kepemimpinan

Source : Data Processed by the author, 2023

Based on the table above, it shows that the calculated F value is 75.459 > F table 3.19 and the sig value is 0.000 < 0.05 so that H03 is rejected and Ha3 is accepted, so it can be concluded "there is a positive and significant influence between leadership style and work discipline on employee performance".

E. CONCLUSIONS AND SUGGESTIONS

Based on the description in the previous chapters, and from the results of the analysis and discussion regarding the influence of Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y), as follows:

Leadership style has a positive and significant effect on employee performance at the Tangerang City Employment Service. This can be seen from the simple linear regression equation $Y = 12.521 + 0.705X_1$. The correlation value is 0.721 (strong). The coefficient of determination value is 52%. The t value is 7.289 > t table 2.009 with a significance of 0.000 < 0.05.

Work discipline has a positive and significant effect on employee performance at the Tangerang City Employment Service. This can be proven from the simple linear regression equation $Y = 3.899 + 0.891X_2$. The correlation value is 0.827 (very strong). The coefficient of determination value is 68.4%. The t value is 10.305 > t table 2.009 with a significance of 0.000 < 0.05.

Simultaneously leadership style and work discipline have a positive and significant effect on employee performance at the Tangerang City Employment Service. This can be proven from the multiple linear regression equation $Y = 0.217 + 0.445X_1 + 0.730X_2$. The correlation value is 0.871 (very strong). The coefficient of determination value is 74.9%, the Fcount value is 75.459 > Ftable 3.19 with a significance level of 0.000 < 0.05.

Based on the research results obtained, the suggestions that the author wants to convey are:

Based on the results of questionnaire research at the Tangerang City Manpower Service on the leadership style variable (X1), the lowest statement is on the indicator of ability to delegate tasks and time number 8, namely my leader is able to manage time well



in setting time limits for delegated tasks. only achieved a score of 3.98. It is recommended that leaders must have sufficient resources to carry out delegated tasks. If needed, provide additional support or appropriate teams to help them achieve their goals.

Based on the results of research at the Tangerang City Employment Service on the work discipline variable (X2), the weakest statement is the indicator of compliance with company regulations number 6, namely I avoid violating company regulations, even if the situation feels difficult or uncomfortable with a score of 4, 18. It is recommended that leaders apply the rules consistently and fairly. This includes providing clear consequences when rules are broken. Good monitoring and enforcement can help prevent violations.

Based on the results of research at the Tangerang City Employment Service on the employee performance variable (Y), the weakest statement is on the quality of work indicator number 4. I have the ability to provide adequate solutions to complex employment problems, only reaching a score of 4.04. It is recommended that employees should have adequate access to the resources and information necessary to address complex employment issues. This may include access to data, literature, and reference materials.

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