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THE EFFECT OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE PRODUCTION DIVISION OF PT. WONOKOYO JAYA KUSUMA IN CIKANDE SERANG-BANTEN

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ABSTRACT

The purpose of this study was to find the effect of Leadership Style and Work Discipline on Employee Performance at PT Wonokoyo Jaya Kusuma, both partially and simultaneously. The method used is a quantitative method. The sampling technique used is saturated sampling using a sample of 60 respondents. Data analysis using validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, determination coefficient analysis and hypothesis testing. The results of this study are that leadership style has a significant effect on employee performance based on the hypothesis test obtained with T count> T table (6.810> 1.672), ρ value <Sig.0.05 or (0.000 <0.05) which means H0 is rejected and H1 is accepted and the regression equation value Y = 14.538 + 0.391 X1, the coefficient value obtained is 0.667 meaning that both variables have a positive relationship level. The determination value or contribution of its influence is 0.435 or 43.5%. Work discipline has a significant effect on employee performance based on the hypothesis test obtained with the calculated T value > T table (4.143 > 1.672), ρ value < Sig.0.05 or (0.000 < 0.05) which means that H0 is rejected and H2 is accepted and the regression equation value Y = 3.988 + 0.375 X2, the correlation coefficient value is 0.478 meaning that both variables have a positive relationship levels. The determination value or contribution of its influence is 0.215 or 21.5%. Leadership style and work discipline simultaneously have a significant effect on employee performance based on the hypothesis test obtained with the calculated F value > F table or (27,600 > 3.16) ρ value < Sig.0.05 or (0.000 < 0.05) which means H0 is rejected and H3 is accepted and the regression equation value is Y = 4.190,+ 0.332 X1, + 0.189 X2. The correlation coefficient value or level of relationship between the independent variable and the dependent variable is 0.492, meaning it has a positive level of relationship. The determination value or contribution of its influence is 0.474 or 47.4%.

Keywords: Leadership Style, Work Discipline, Employee Performance

INTRODUCTION

PT. Wonokoyo Jaya Kusuma is a poultry and fish feed manufacturing company, where the feed is produced with the right formulation and quality raw materials, to produce quality feed intensively supervised by the Quality Control department with the support of the Laboratory and R&D department. It has 197 employees divided into groups/positions, namely Director, GM, Manager, Head of Section, Supervisor/Section Head, Staff, Operator and Implementer.

However, in the course of managing company activities at PT. Wonokoyo Jaya Kusuma, problems with employee performance were encountered. This can be seen from the author's data as shown in the following table:

Table 1
Employee Performance Assessment Data at PT. Wonokoyo Jaya Kusuma for 2021-

2023						
Year	**Employee Performance Assessment**	**Target (%)**	**Achieve the target (%)**	**Not Achieving Target (%)**	**Target Achieved (%)**	**Average**
2021	Quality	90%	80%	10%	88.9%	**79.24%**
	Quantity	86%	72%	14%	83.72%	
	Working Knowledge	68%	59%	9%	86.76%	
	Implementation of Tasks	77%	54%	23%	70.13%	
	Responsibility	75%	50%	25%	66.67%	
2022	Quality	65%	45%	20%	69.23%	**69.94%**
	Quantity	75%	55%	20%	73.33%	
	Working Knowledge	80%	60%	20%	75%	
	Implementation of Tasks	70%	40%	30%	57.14%	
	Responsibility	80%	60%	20%	75%	
2023	Quality	70%	40%	30%	57.14%	**76.25%**
	Quantity	68%	55%	13%	80.88%	
	Working Knowledge	75%	60%	15%	80%	
	Implementation of Tasks	80%	60%	20%	75%	
	Responsibility	85%	75%	10%	88.24%	

Source: PT Wonokoyo Jaya Kusuma Employee Performance Assessment Data 2021-2023

Table 1 shows that, based on the company's targets for Employee Performance at PT Wonokoyo Jaya Kusuma, with several indicators presented in the table for 2021-2023, employee performance achieved 79.24% in 2021, and 69.94% in 2022. Furthermore, in 2023, the performance achieved was 76.25%. Therefore, employee performance decreased from the employee performance assessment statistics for 2021-2023.

This creates a fairly complicated problem, so that companies experience difficulties in establishing policies, especially those related to human resources, which are the main tool for the smooth running of a company's activities.

Furthermore, leadership style is a key issue at PT. Wonokoyo Jaya Kusuma. Many employees feel the leadership style employed by their leaders is functionally ineffective in helping them achieve their best performance. This can be seen in the following pre-survey table.

Table 1. Results of the 2024 Leadership Style Pre-Survey at PT. Wonokoyo Jaya Kusuma

No	Question	No		Yes		Amount
		Qty	%	**Qty**	%	
1	Leaders can make decisions wisely	14	47%	16	53%	30 People

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2	Leaders do not mix family matters with work matters.	15	50%	15	50%	30 People
3	The communication delivered was quite good	20	66.7%	10	33.3%	30 People
4	Leaders have good emotional management conditions	13	43%	17	57%	30 People
5	Able to motivate employees well	17	56.7%	13	43.3%	30 People
	Percentage	15.8	52.68%	14	47.32%	30 People

Source: Pre-Survey Data, 2024

Based onThe results of the researcher's pre-survey of 30 employees show that the leadership style at PT. Wonokoyo Jaya Kusuma is not good enough, as seen from the percentage of answers that said "No" which is more, namely 52.68% and those who answered "Yes" only 47.32%. According to Gay, Mills and Airasian (2009: 133) for descriptive method research, a minimum of 10% of the population, for a relatively small population a minimum of 20%, while for correlation research a sample of 30 respondents is required. For experimental and comparative research a sample of 30 respondents is required for each group.Whichwill be compared. According to the author, this is in accordance with existing field conditions.oncompany, where according to the author's observations, the existing suggestions provided are not yet optimal.

According to (Efendi et al., 2019), leadership style is the ability to convey constructive impact on others, or the ability to work together to achieve planned goals.

WithlevelA leadership style that is not good enough will of course be in line with a decrease in work discipline in an organization, because employees will feel that if they receive bad leadership it will directly impact the employees themselves, such as making employees more absent from work.

Table 2. Employee Absence 2021 – 2023

Year	Working days	Present		Leave		Sick		Permission		Roll call	
		Day	% Present	Day	% Leave	Day	% Sick	Day	% Permission	Day	% Roll call
2021	251	201	80%	18	7%	15	6%	5	2%	12	5%
2022	250	213	85%	14	6%	10	4%	8	3%	5	2%
2023	248	203	82%	17	7%	15	6%	9	4%	4	1%
Average	250	206	82%	16	6%	13	5%	7	3%	7	3%

Data source for employee absences at PT. Wonokoyo Jaya Kusuma 2021-2023.

Table 1.3 shows the trend of employee absence at PT. Wonokoyo Jaya Kusuma over three years (2021–2023), with variations in the percentage of attendance, leave, sick leave, permits, and absences. In 2021, attendance was relatively low (80%) with

a higher number of leave and sick leave, reaching 7% and 6% of workdays, respectively, and significant absences (5%). In 2022, the attendance rate increased to 85%, while leave and sick leave decreased, with leave at 6% and sick leave at 4%, and leave slightly increasing to 3%. In 2023, although attendance decreased to 82%, leave and permits increased again (7% and 4%), while the number of sick leave remained high (6%), but absences decreased significantly to 1%. Overall, despite variations in absences, PT. Wonokoyo Jaya Kusuma showed slight improvements in work discipline, especially in 2023, with a reduction in the number of absences.

The importance of an organization's attention to its human resources, including the leadership style of its leaders and good work discipline, is paramount. To achieve this, the company, represented by its managers, must emphasize building employee strengths, providing appropriate rewards rather than punishment, and emphasizing the vitality and growth of individuals to improve employee performance within the company itself.

METHOD

Based on its nature, there are two types of research: quantitative and qualitative. According to Sugiyono (2020:44), quantitative research is a deductive, objective, and positive research method that incorporates numbers and quantification in data collection and analysis. Qualitative research is an inductive method for observing the behavior of social phenomena to discover the essence of the event. Based on the definition of each type of research, this research is categorized as quantitative research because the conclusions to be drawn are based on quantitative data obtained from measuring research variables using a Likert scale and then analyzed using a type of statistical method.

RESEARCH RESULT

Table 4 . Simple Linear Test Results of Leadership Style Variable (X1) on Employee Performance (Y)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,538	2,160		6,730	0.000
	Leadership Style	0.391	0.057	0.667	6,810	0.000
a. Dependent Variable: Employee Performance						

Source: Data processed by researchers, 2024

Based on the results of the regression calculations in the table above, the regression equation obtained is Y = 14.538 + 0.391 X1. From this equation, it can be interpreted:

1) The constant value of 14.538 indicates that if the leadership style variable (X1) does not exist, the employee performance value (Y) remains at 14.538 points.
2) The regression coefficient of leadership style (X1) of 0.391 indicates that assuming a constant and the work discipline variable (X2) does not change, every 1 unit

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increase in leadership style (X1) will increase employee performance (Y) by 0.391 points.

Table 5 . Simple Linear Test Results of Work Discipline Variable (X2) on Employee Performance (Y)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,988	6,030		0.661	0.511
	Work Discipline	0.375	0.091	0.478	4.143	0.000
a. Dependent Variable: Employee Performance						

Source: Data processed by researchers, 2024

Based on the results of the regression calculations in the table above, the regression equation Y = 3.988 + 0.375 X2 is also obtained. The interpretation is:

1) The constant value of 3.988 means that if the work discipline variable (X2) does not exist, then employee performance (Y) still has a value of 3.988 points.
2) The work discipline regression coefficient (X2) of 0.375 shows that with a constant and no change in the leadership style variable (X1), every 1 unit increase in work discipline (X2) will increase employee performance (Y) by 0.375 points.

Table 6. Results of Multiple Linear Testing of Leadership Style (X1) and Work Discipline (X2) Variables on Employee Performance (Y)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,190	4,936		0.849	0.399
	Leadership Style	0.332	0.061	0.566	5,439	0.000
	Work Discipline	0.189	0.082	0.241	2,313	0.024
a. Dependent Variable: Employee Performance						

Source: Data processed by researchers, 2024

Based on the results of the regression analysis in the table above, the equation Y = 4.190 + 0.332X1 + 0.189X2 is obtained. This equation can be interpreted as follows:

1) The constant value of 4.190 shows that if the variables of leadership style (X1) and work discipline (X2) are not taken into account, then employee performance (Y) will only be worth 4.190 points.
2) The regression coefficient of leadership style (X1) of 0.332 means that assuming a constant remains and the work discipline variable (X2) does not change, every 1 unit increase in leadership style (X1) will increase employee performance (Y) by 0.332 points.

3) The work discipline regression coefficient (X2) of 0.189 shows that with a constant and no change in the leadership style variable (X1), every 1 unit increase in work discipline (X2) will increase employee performance (Y) by 0.189 points.

Table 7. Results of Partial Correlation Coefficient Testing Between Leadership Style Variable (X1) and Employee Performance (Y)

Correlations			
		Leadership Style	Employee performance
Leadership Style	Pearson Correlation	1	.667**
	Sig. (2-tailed)		0.000
	N	60	60
Employee performance	Pearson Correlation	.667**	1
	Sig. (2-tailed)	0.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Data processed by researchers, 2024

Based on the test results in the table above, the correlation coefficient value obtained was 0.667.MarkThis is in the interval 0.40 – 0.599, which means that the two variables have a strong level of positive relationship.

Table 8. Results of Partial Correlation Coefficient Testing Between Work Discipline Variable (X2) and Employee Performance (Y)

Correlations			
		Work Discipline	Employee performance
Work Discipline	Pearson Correlation	1	.478**
	Sig. (2-tailed)		0.000
	N	60	60
Employee performance	Pearson Correlation	.478**	1
	Sig. (2-tailed)	0.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Data processed by researchers, 2024

Based on the test results in the table above, the correlation coefficient was 0.478. This value falls within the 0.80–1.00 range, indicating a very strong positive relationship between the two variables.

Table 9. Results of Simultaneous Correlation Coefficient Testing Between Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y)

Model Summary									
				Standard Error of the Estimate	Change Statistics				
Model	R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change

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1	.701a	0.492	0.474	3,728	0.492	27,600	2	57	0.000
a. Predictors: (Constant), Work Discipline, Leadership Style									
b. Dependent Variable: Employee Performance									

Source: Data processed by researchers, 2024

Based on the test results in the table above, the correlation coefficient value was 0.492. This value falls within the 0.40–0.599 range, indicating a strong positive relationship between the two variables.

Table 10. Results of Partial Determination Coefficient Testing Between Leadership Style Variable (X1) and Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.667a	0.444	0.435	3.86560
a. Predictors: (Constant), Leadership Style				

Source: Data processed by researchers, 2024

Based on the test results in the table above, the coefficient of determination was 0.435. This indicates that the leadership style variable contributes 43.5% to employee performance, while the remaining 56.5% (100% - 43.5%) is influenced by other factors.

Table 11. Results of Partial Determination Coefficient Testing Between Work Discipline Variable (X2) and Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.478a	0.228	0.215	4,555
a. Predictors: (Constant), Work Discipline				

Source: Data processed by researchers, 2024

Based on the test results in the table above, the coefficient of determination was 0.215. This means that the work discipline variable contributes 21.5% to employee performance, while the remaining 78.5% (100% - 21.5%) is influenced by other factors.

Table 12. Results of Simultaneous Testing of the Determination Coefficient Between Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.701a	0.492	0.474	3,728
a. Predictors: (Constant), Work Discipline, Leadership Style				
b. Dependent Variable: Employee Performance				

Source: Data processed by researchers, 2024

Based on the test results in the table above, a coefficient of determination of 0.474 was obtained. This indicates that the variables of leadership style and work discipline contribute 47.4% to employee performance, while the remaining 52.6% (100% - 47.4%) is influenced by other factors not examined in this study.

Table 13. Hypothesis Test Results (t-Test) of Leadership Style Variable (X1) on Employee Performance (Y)

Coefficientsa				
Model	Unstandardized	Standardized	t	Sig.

		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	14,538	2,160		6,730	0.000
	Leadership Style	0.391	0.057	0.667	6,810	0.000
a. Dependent Variable: Employee Performance						

Source: Data processed by researchers, 2024

Based on the test results in the table above, it was found that the calculated T value was greater than the T table (6.810 > 1.672) and the ρ value was smaller than the significance level of 0.05 (0.000 < 0.05). Thus, H0 was rejected and H1 was accepted. This shows that there is a significant influence between leadership style and employee performance at PT. Wonokoyo Jaya Kusuma.

Table 14. Hypothesis Test Results (t-Test) of Work Discipline Variable (X2) on Employee Performance (Y)

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,988	6,030		0.661	0.511
	Work Discipline	0.375	0.091	0.478	4.143	0.000
a. Dependent Variable: Employee Performance						

Source: Data processed by researchers, 2024

Based on the test results in the table above, it was found that the calculated T was greater than the T table (4.143 > 1.672) and the ρ value was smaller than the significance level of 0.05 (0.000 < 0.05). Thus, H0 was accepted and H2 was rejected. This shows that there is a significant influence between work discipline and employee performance at PT. Wonokoyo Jaya Kusuma.

Table 15. Results of Simultaneous Hypothesis Testing (F Test) Between Leadership Style (X1) and Work Discipline (X2) Variables on Employee Performance (Y)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	767,318	2	383,659	27,600	.000b
	Residual	792,332	57	13,901		
	Total	1559.650	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Leadership Style						

Source: Data processed by researchers, 2024

Based on the test results in the table above, it was obtained that the calculated F value was greater than the F table (27.600 > 3.16) and the ρ value was smaller than the significance level of 0.05 (0.000 < 0.05). Thus, H0 was rejected and H3 was accepted, which means there is a significant simultaneous influence between

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leadership style and work discipline on employee performance at PT. Wonokoyo Jaya Kusuma.

DISCUSSION

The Influence of Leadership Style (X1) on Employee Performance (Y)

Based onThe results of the analysis, the regression equation obtained is Y = 14.538 + 0.391 X1, with a correlation coefficient value of 0.667 which indicates a strong positive relationship between the variables. The coefficient of determination value of 0.435 or 43.5% indicates that leadership style contributes 43.5% to employee performance, while the remaining 56.5% is influenced by other factors outside the study. The hypothesis test shows that the calculated T is greater than the T table (6.810 > 1.672) and the ρ value is smaller than 0.05 (0.000 < 0.05), so H0 is rejected and H1 is accepted. This means that there is a significant influence between leadership style and employee performance at PT. Wonokoyo Jaya Kusuma. The lowest value on this variable is 3.38 on the indicator "I am able to manage conflicts between subordinates in a fair and constructive manner."

The Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the analysis results, the regression equation obtained is Y = 3.988 + 0.375 X2, with a correlation coefficient value of 0.478 which indicates a fairly strong positive relationship between work discipline and employee performance. The coefficient of determination value of 0.215 or 21.5% indicates that work discipline contributes 21.5% to employee performance, while the remaining 78.5% is influenced by other factors outside this study. Hypothesis testing shows that T count is greater than T table (4.143 > 1.672) and ρ value is smaller than 0.05 (0.000 < 0.05), so H0 is rejected and H2 is accepted. This means that there is a significant influence between work discipline and employee performance at PT. Wonokoyo Jaya Kusuma. The lowest value on this variable is 3.67 on the indicator "leaders or superiors at work pay attention to employees' personal welfare and show empathy for their problems."

The Influence of Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y)

Based on the analysis results, the regression equation Y = 4.190 + 0.332 X1 + 0.189 X2 was obtained, with a correlation coefficient value of 0.492 which indicates a fairly strong positive relationship between the variables of leadership style (X1) and work discipline (X2) together on employee performance (Y). The determination coefficient value of 0.474 or 47.4% indicates that the two independent variables contribute 47.4% to employee performance, while the remaining 52.6% is influenced by other factors outside the study. The results of the hypothesis test show that the calculated F value is greater than the F table (27.600 > 3.16) and the ρ value is smaller than 0.05 (0.000 < 0.05). This indicates that H0 is rejected and H3 is accepted, so it can be concluded that there is a significant influence between leadership style and work discipline simultaneously on employee performance at PT. Wonokoyo Jaya Kusuma. The lowest value for this variable is 3.37 for the indicator “I am always responsible for the results of the work I do, whether it is successful or not.”

CONCLUSION

1. Organizational Culture has a significant impact on employee performance with a regression equationThe leadership style variable (X1) has a significant influence

on employee performance (Y), as indicated by the simple linear regression equation: Y = 14.538 + 0.391 X1. This is evident from the calculated t value of 6.810 which is greater than the t table (1.672), and is reinforced by the ρ value of 0.000 which is smaller than the significance level of 0.05. The magnitude of the influence of leadership style on employee performance is 43.5%, while the remaining 56.5% is influenced by other factors outside this study.

2. The work discipline variable (X2) also has a significant influence on employee performance (Y), as indicated by the simple linear regression equation: Y = 3.988 + 0.375 X2. This is evident from the calculated t value of 4.143 which is greater than the t table (1.672), and is reinforced by the ρ value of 0.000 which is smaller than the significance level of 0.05. The magnitude of the influence of work discipline on employee performance is 21.5%, while the remaining 78.5% is influenced by other factors.
3. Simultaneously, the variables of leadership style (X1) and work discipline (X2) have a significant effect on employee performance (Y), as shown by the multiple linear regression equation: Y = 4.190 + 0.332 X1 + 0.189 X2. This is evidenced by the calculated F value of 27.600 which is greater than the F table (3.16), and is reinforced by the ρ value of 0.000 which is smaller than the significance level of 0.05. The magnitude of the influence of the two variables together on employee performance is 47.4%, while the remaining 52.6% is influenced by other factors.

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