THE INFLUENCE OF WORK DISCIPLINE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT THE STARTUP COMPANY SI CEPAT

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ABSTRAK
Si Cepat is a startup company specializing in logistics and delivery services. The company faces issues with declining employee performance, low work discipline, and incomplete implementation of situational leadership. This study aims to examine the impact of Work Discipline and Leadership Style on Employee Performance at Si Cepat. The research uses a quantitative approach with an associative method. The population consists of 361 employees, with a sample of 190 employees. The model applied is multiple linear regression. The results indicate that Work Discipline and Leadership Style have an impact on Employee Performance at Si Cepat.

Keywords: Work Discipline, Leadership Style, Employee Performance.

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INTRODUCTION

The operations of a business are heavily reliant on the role of employees in carrying out daily activities. Given the importance of employees in the organization, management must pay close attention to their performance. A common issue faced by employees is a decline in their work performance. Several factors contribute to this decline, including work discipline and leadership style.

Work discipline serves as a crucial guide and direction for employees in performing their tasks. A lack of discipline may lead employees to work carelessly, neglecting company regulations, which ultimately results in poor performance, as the quality of work does not meet the company's expectations. Good discipline reflects a high level of responsibility in fulfilling assigned tasks. However, discipline alone is not sufficient to ensure good performance; it must be accompanied by the necessary skills to achieve organizational goals. If employees wish to perform well, they must also possess optimal work capabilities.

Leadership style has a significant effect on the company's organization. The company adopts a situational leadership style, where decisions are made by considering the current circumstances. A lack of interaction between leaders and employees may result in unclear directions regarding tasks and responsibilities, leading to frequent mistakes in the work performed by employees.

Si Cepat Start-Up is a logistics and delivery service company. The company is currently facing issues related to employee performance decline, low work discipline, and incomplete implementation of situational leadership. Operational challenges include decreased employee performance, which can be observed from the inability to meet sales targets. The following table presents sales data for steel and iron from January to December 2022, as shown in Table 1.1.

Employee work discipline at Si Cepat Start-Up has not been well established, as evidenced by the significant number of employee absences. Table I.2 provides data on employee attendance from January 2022 to December 2022. The data reveals that many employees were frequently absent due to weak supervision by management. Additionally, management rarely enforces disciplinary measures for employees who fail to attend work,

resulting in repeated absenteeism. The highest rate of absenteeism occurred in March 2022, at 57.89%, indicating poor discipline, which adversely affects employee performance. Tasks that are not urgent are completed upon the employee's return to work, while critical tasks, such as cashier and collector duties, are handled by other employees within the same division.

The leadership style employed by management has not been fully implemented in the company's operations. At times, the leadership adopts an authoritarian style in decision-making, preventing employees from offering their input.

Based on the background discussed above, the researcher is motivated to explore this topic further in a thesis titled "The Influence of Work Discipline and Leadership Style on Employee Performance at Si Cepat Start-Up."

LITERATURE REVIEW

Work Discipline

According to Sutrisno (2017:87), discipline is an attitude of respect towards the rules and regulations of the company, which, when embedded in an employee, allows them to voluntarily comply with the company's policies.

Afandi (2016:10) outlines the dimensions and indicators of employee work discipline in an organization as follows:

1. **Punctuality Dimension**, with indicators:
   o Arriving at work on time.
   o Effective use of time.
   o No absenteeism.

2. **Work Responsibility Dimension**, with indicators:
   o Adhering to all organizational or company regulations.
   o Meeting work targets.
   o Submitting daily work reports.

According to Afandi (2016:4), discipline is a means to train employees' character by demonstrating good performance in terms of attitude, behavior, and lifestyle. This

discipline does not form quickly but over a long period through a training process, which involves collaboration between employees, leaders, and all personnel within the organization.

Leadership Style

Sudaryono (2017:172) defines leadership style as a manifestation of a leader's behavior, encompassing their ability to lead.

According to Cicik (2021:93), there are four dimensions or indicators of situational leadership style:

1. **Telling**: The leader's ability to define the roles needed to accomplish a task and instruct followers on what, where, how, and when to perform it.
2. **Selling**: The leader's ability to provide structured instructions while being supportive.
3. **Participating**: The interaction between the leader and subordinates where they share decisions on how tasks should be completed effectively.
4. **Delegating**: The leader's ability to transfer responsibility for tasks to subordinates as effectively as possible.

Sudaryono (2017:172) also mentions that leadership style reflects, directly or indirectly, the leader's confidence in their subordinates' abilities. It represents a behavior resulting from a combination of skills, traits, and attitudes frequently applied by a leader to influence the performance of their subordinates.

Employee Performance

According to Sudaryo et al. (2018:205), performance refers to the result of work achieved by an individual in carrying out assigned tasks and how much they contribute to the organization.

Ricardianto (2018:70) defines performance as the demonstration of work performance by budget managers in completing core tasks and responsibilities, with indicators such as:

- Completing specific tasks.
- Carrying out assigned duties.
- Managing work administration.
- Organizing work time.

- Verifying financial data.

- Validating financial data

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METHOD

This research uses a quantitative approach with a quantitative method and is associative in nature. The study was conducted at the Start Up company Si Cepat from January to December 2023 with a population of 361 employees. The sample was selected using the Slovin formula, resulting in 190 samples, with 30 employees tested for validity and reliability. The type of data used is quantitative data sourced from both primary and secondary data, with questionnaires and interviews as the data collection methods. The variables include work discipline, leadership style, and employee performance, with indicators measured using a Likert scale. The validity and reliability tests were conducted according to Ghozali's (2018) standards, where a questionnaire is considered valid if $r > 0.3$ and reliable if the Cronbach's Alpha > 0.70. The research model employs multiple linear regression with the equation $Y = a + b1X1 + b2X2 + e$. Data analysis includes classical assumption tests, normality tests, multicollinearity, heteroscedasticity, the coefficient of determination (R^2), and hypothesis testing using the F-test for simultaneous effects and the t-test for partial effects.

RESULTS AND DISCUSSION

Research Results

Descriptive Statistics

The descriptive assessment of the data is as follows:

Table 3.1 Descriptive Statistics
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DisiplinKerja_X1	190	30.00	52.00	42.0105	4.55767
GayaKepemimpinan_X2	190	17.00	40.00	28.2211	4.74688
KinerjaKaryawan_Y	190	29.00	58.00	43.3526	6.22054
Valid N (listwise)	190				

Source: explained

Mount Hope Economic Journal (MEGA)

1. **Work Discipline** consists of 190 respondents, with the lowest score of 30.00, the highest score of 52.00, an average score of 42.0105, and a standard deviation of 4.55767.

2. **Leadership Style** consists of 190 respondents, with the lowest score of 17.00, the highest score of 40.00, an average score of 28.2211, and a standard deviation of 4.74688.

3. **Employee Performance** consists of 190 respondents, with the lowest score of 29.00, the highest score of 58.00, an average score of 43.3526, and a standard deviation of 6.22054.

Classical Assumption Test

The classical assumptions consist of normality, multicollinearity, and heteroscedasticity tests.

Normality Test

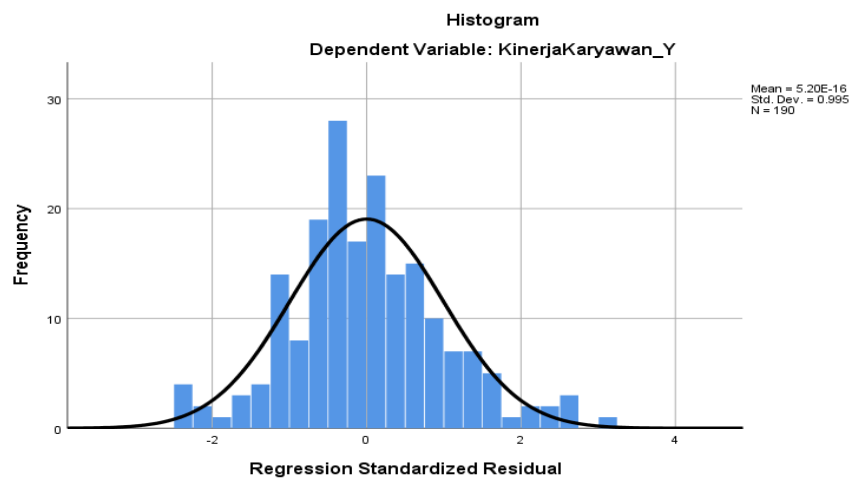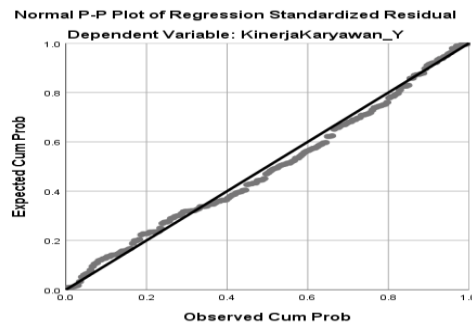The histogram graph is presented:

Figure 3.1 Histogram

Source: Processed Data, 2023

The graph is in the shape of an inverted bell curve, indicating that the data is normally distributed.

Figure 3.2 Normal P-Plot

Source: Processed Data, 2023

In this Normal P-Plot graph, the data points follow the diagonal line, indicating normal distribution.

The Smirnov Asymp sig should be above 0.05 for normal data and below 0.05 for non-normal data.

Tabel 3.2 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		190
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.90427115
Most Extreme Differences	Absolute	.050
	Positive	.050
	Negative	-.038
Test Statistic		.050
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Sumber: Data diolah, 2023

The significance value (sig.) is 0.200, which is above 0.05 (5%), indicating that the data is normally distributed.

**Multicollinearity Test**

Criteria: Tolerance < 0.10 and VIF > 10.

Table 3.3 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	DisiplinKerja_X1	.730	1.371
	GayaKepemimpinan_X2	.730	1.371

Discipline and Leadership Style have a tolerance > 0.10 and VIF < 10, indicating no multicollinearity symptoms.

Heteroscedasticity Test

Heteroscedasticity is assessed by examining the scatterplot to ensure that the points are randomly distributed along the X and Y axes without any discernible pattern. The results are as follows:

Scatterplot
Dependent Variable: KinerjaKaryawan_Y
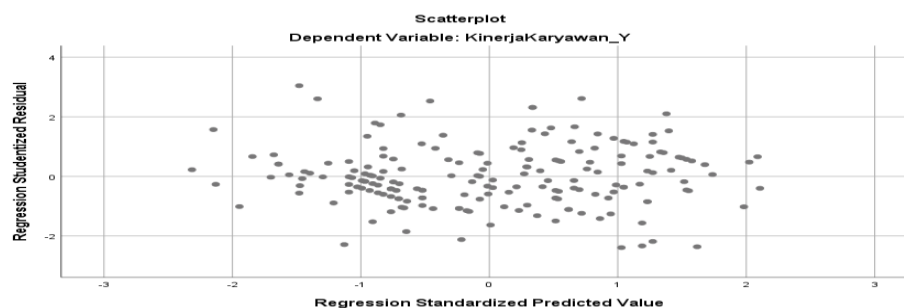
Source: Processed Data, 2023

The scatterplot shows randomly distributed points without any discernible pattern, indicating the absence of heteroscedasticity.

Glejser Test Criteria:

a. Sig > 0.05 indicates no heteroscedasticity.

b. Sig < 0.05 indicates the presence of heteroscedasticity.

Table 3.4 Glejser Test Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.206	1.671		-.123	.902
	DisiplinKerja_X1	.057	.046	.105	1.238	.217
	GayaKepemimpinan_X2	.030	.044	.058	.679	.498

a. Dependent Variable: Abs_ut

The probability value (sig.) for Work Discipline and Leadership Style is > 0.05, indicating that there is no heteroscedasticity.

Research Data Analysis

Research Model

Presentation of multiple regression analysis:

Tabel 3.5 Analisis Regresi Berganda
Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.194	2.675		1.194	.234
	DisiplinKerja_X1	.491	.073	.360	6.692	.000
	GayaKepemimpinan_X2	.692	.070	.528	9.831	.000

a. Dependent Variable: KinerjaKaryawan_Y
Sumber: Data diolah, 2023

Employee Performance = 3.194 + 0.491 Work Discipline + 0.692 Leadership Style

1. The constant is 3.194, meaning that if Work Discipline and Leadership Style are both 0, Employee Performance will be 3.194.

2. Work Discipline has a coefficient of 0.491. When Leadership Style is 0, a one-unit increase in Work Discipline results in an increase of 0.491 in Employee Performance.

3. Leadership Style has a coefficient of 0.692. When Work Discipline is 0, a one-unit increase in Leadership Style results in an increase of 0.692 in Employee Performance.

Determination Coefficient (R^2) Hypothesis

The closer the coefficient is to 1, the stronger the relationship. The determination coefficient is as follows:

Tabel 3.6 Koefisien Determinasi

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779^a	.606	.602	3.92509

a. Predictors: (Constant), GayaKepemimpinan_X2, DisiplinKerja_X1
Sumber: Data diolah, 2023

Adjusted R Square of 60.2% indicates that 60.2% of the variation in Employee Performance is explained by Work Discipline and Leadership Style, while the remaining 39.8% is attributed to other variables such as competence, compensation, and motivation.

Simultaneous Hypothesis Testing (F-Test)

Presentation of the F-test is as follows:

Tabel 3.7 Hasil Uji-F

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4432.384	2	2216.192	143.849	.000[b]
	Residual	2880.990	187	15.406		
	Total	7313.374	189			

a. Dependent Variable: KinerjaKaryawan_Y
b. Predictors: (Constant), GayaKepemimpinan_X2, DisiplinKerja_X1
Sumber: Data diolah, 2023

df = 190 - 3 - 1 = 186

Since the calculated F-value (143.849) is greater than the table F-value (3.04) with a significance level of $0.000 < 0.05$, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This means that Work Discipline and Leadership Style have an impact on Employee Performance at the startup company Si Cepat.

Partial Hypothesis Testing (t-Test)

Presentation of the t-test:

df = n - k, df = 190 - 3 - 1 = 186 (1.972)

Table 3.8 t-Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.194	2.675		1.194	.234
	DisiplinKerja_X1	.491	.073	.360	6.692	.000
	GayaKepemimpinan_X2	.692	.070	.528	9.831	.000

a. Dependent Variable: KinerjaKaryawan_Y

t-Test Analysis:

1. Work Discipline has a t-value (6.692) greater than the table t-value (1.972) with a significance level $(0.000 < 0.05)$, indicating that Work Discipline has an impact on Employee Performance at the startup company Si Cepat.

2. Leadership Style has a t-value (9.831) greater than the table t-value (1.972) with a significance level $(0.000 < 0.05)$, indicating that Leadership Style has an impact on Employee Performance at the startup company Si Cepat.

Discussion

Impact of Work Discipline on Employee Performance

The results of this study show that Work Discipline affects Employee Performance at the startup company Si Cepat. Employees with high work discipline generally produce high-quality work and meet their supervisors' expectations. This finding aligns with Afandi (2016:4), who states that discipline is a means of training employee personality by demonstrating good performance through attitudes, behaviors, and lifestyles. Discipline is developed over time through training processes involving all members of the organization.

Impact of Leadership Style on Employee Performance

The results of this study show that Leadership Style affects Employee Performance at the startup company Si Cepat. This is supported by the active role of supervisors/leaders in the organization, who provide oversight and guidance to employees, which can enhance employee performance. This finding is consistent with Sudaryono (2017:172), who notes that leadership style reflects the leader's belief in their subordinates' abilities. Leadership style is a behavior resulting from a combination of skills, traits, and attitudes frequently applied by leaders to influence their subordinates' performance.

CONCLUSION

Conclusions of the Study:

1. Work Discipline affects Employee Performance at the startup company Si Cepat.
2. Leadership Style affects Employee Performance at the startup company Si Cepat.
3. Both Work Discipline and Leadership Style impact Employee Performance at the startup company Si Cepat.

Recommendations:

1. Management should impose sanctions on employees who violate company regulations to maintain order. High work discipline can encourage employees to perform at their best. Discipline should be enforced by supervisors concerning attendance, work hours, and break times. Supervisors must be fair and wise in making decisions. They should also provide guidance to employees to help them work effectively and to their fullest potential.

2. Future researchers should consider adding other independent variables that might impact performance.

3. For UNPRI, the results of this study can serve as a reference for other students researching work discipline, leadership style, and employee performance.

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