
The Influence of Leadership Style on Work Discipline of PT Sepakat Citra Mandiri Employees

MM Tri Susetyaning Mildawani

Perbanas Institute

mildawani@perbanas.id

Abstract

The objective of this study is to investigate the impact of leadership style on job discipline. The present study employs an explanatory research design, utilising a quantitative methodology. The sampling technique employed in this study was a non-probability sampling method known as saturated sampling. This method involved selecting all 30 employees of PT Sepakat Citra Mandiri Bekasi as the sample for the study. The employed analysis technique is a straightforward linear analysis technique. The findings of the study indicate that the variable of leadership style has a statistically significant and beneficial impact on employee work discipline. This is evident from the results of the partial test, where the calculated t-value (13.054) exceeds the critical t-value (2.048) at a significance level of 0.001, which is lower than the predetermined threshold of 0.005. The findings of this study indicate that the combined influence of the task behaviour variable and relationship behaviour on employee work discipline accounted for 84.8% of the observed variance. The remaining 15.2% of the variance can be attributed to other variables that were not included as independent variables in this particular research study.

Keywords: Leadership Style, Work Discipline, Employees

Diterima:; Direvisi:; Disetujui:

INTRODUCTION

Organizations in the contemporary period encounter a dynamic and evolving commercial landscape characterized by intensifying competitiveness (Idrus et al., 2023). The advancement of technology and the dissemination of information significantly influence the operational dynamics of enterprises. In order to maintain a competitive edge, enterprises and organizations are compelled to continuously adapt to evolving circumstances and enhance their operational efficacy (Sunarto, 2020). The utilization of human resources is a crucial element in addressing this developmental process. The significance of individual knowledge and talents inside an organization cannot be understated, as they are important in effectively executing company operations in alignment with advancements in technology and information (Kasmawati, 2018). Additionally, this fosters a competitive professional atmosphere wherein individuals are compelled to consistently enhance their skills and abilities in order to effectively compete.

In order to effectively navigate the heightened rivalry present in various sectors of an organization or corporation, it is imperative to possess a robust human resources department (Wahyudin, 2015). Human resources play a crucial part in the operations and functioning of a corporation. According to Muhyi et al. (2016), the effective use of the human resources function can be achieved by applying strategies that promote the maximization of individuals' talents and abilities. The attainment of a company's stated objectives is contingent upon the competencies possessed by its human capital. Discipline

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development refers to a managerial initiative aimed at motivating individuals inside a company to adhere to a range of prescribed guidelines and regulations (Salutondok & Soegoto, 2015).

The establishment and maintenance of work discipline is a crucial aspect of human resource management, playing a pivotal role in the attainment of organizational objectives. This is due to the inherent challenge of achieving optimal goals in the absence of discipline (Rompas et al., 2018). According to the study conducted by Nabella and Syahputra (2021), work discipline serves as a managerial mechanism for facilitating effective communication with employees, hence fostering a willingness to modify behavior. This approach aims to enhance individuals' consciousness and inclination to adhere to both organizational regulations and societal norms. The enforcement of work discipline can be achieved by the implementation of sanctions, such as punishments and warnings. These measures aim to establish a deterrent effect among employees, preventing them from committing similar mistakes in the future and promoting improved performance (Armawan & Suana, 2019). Hence, the discipline exhibited by employees plays a crucial role in achieving optimal performance from a pool of competent human resources. The level of work discipline exhibited by subordinates is contingent upon the effectiveness of the leader, as the leader serves as a source of inspiration for employees in the workplace, leading them to emulate the leader's behaviors and actions (Simatupang et al., 2017).

Tupti and Lesmana (2021) posit that several factors exert influence on employee work discipline. These factors encompass the presence of exemplary leaders within the organization, the assertiveness of leaders in implementing actions such as sanctions or punishments, the existence of leader supervision, and the level of attention given to employees. Hasibuan (2010) reiterates the significance of various factors in shaping employee work discipline. Specifically, the conduct exhibited by a leader assumes a pivotal role in determining the level of discipline among employees. A leader who demonstrates fairness and justice fosters a positive disciplinary environment. Additionally, the leader's inherent actions in enforcing discipline contribute to its actualization. Based on multiple criteria, it can be inferred that the leadership style of a leader has the potential to impact the level of work discipline exhibited by employees.

The leadership style refers to the manner in which a leader executes their leadership responsibilities, which can be influenced by various elements such as educational background, professional experience, individual personality traits, and situational circumstances (Nasir, 2020). The behavior of a leader's leadership style encompasses their interactions in various activities. It is via their attitude and approach that their leadership style becomes evident, as observed in their execution of tasks such as issuing directives, assigning responsibilities, communicating, problem-solving, and decision-making (Rohaeni, 2016).

Based on the available data, it can be inferred that the leadership style employed by PT. Citra Mandiri has demonstrated an ability to effectively influence and guide its subordinates. A leadership style that is effective is expected to exert a favorable influence on employee work discipline. Noor et al. (2010) assert that the leadership style exerts a significant impact on fostering a healthy work discipline. Recognizing the significance of leadership style and work discipline in determining the performance of an organization, the researcher expresses a keen interest in investigating the impact of leadership style on the work discipline of employees at PT Sepakat Citra Mandiri.

METHOD

Quantitative research methodologies were employed in this study. The objective of this study is to determine the impact of leadership style on employee discipline within PT Sepakat Citra Mandiri. In the context of quantitative research, it is imperative to ensure that the identified problem is well delineated and appropriately constrained before proceeding to develop the research problem. The research methodology employed in this study is causal descriptive. This choice is driven by the investigation of cause and effect relationships, specifically pertaining to the presence of independent variables. Consequently, the researcher refrains from making comparisons with variables in other samples, instead focusing on examining the associations between the aforementioned variable and other variables. The process of data collecting involved the administration of questionnaires, while the subsequent analysis of the collected data was conducted utilizing the Statistical Package of Social Sciences (SPSS). The analysis encompassed the use of validity and reliability tests, as well as simple regression tests. The sampling procedure employed in this study involved the use of a non-probability sampling technique known as saturated sampling. This method was chosen since it allowed for the inclusion of all 30 employees of PT Sepakat Citra Mandiri Bekasi in the sample.

RESULTS AND DISCUSSION

The validity test conducted in this study revealed that all correlation coefficients of the investigated variable indicators exceeded 0.5. This finding demonstrates that all indicators included in this study have been deemed valid. Hence, the research variables satisfy the necessary criteria for their utilization as measuring instruments in the research study.

Table 1 Leadership Style Validity Test Results

Indicator	R Count	R table	Conclusion
Item 1	0.876	0.361	Valid
Item 2	0.895	0.361	Valid
Item 3	0.819	0.361	Valid
Item 4	0.827	0.361	Valid
Item 5	0.554	0.361	Valid
Item 6	0.895	0.361	Valid
Item 7	0.877	0.361	Valid
Item 8	0.843	0.361	Valid

Table 2 Validity Test of Work Discipline

Indicator	R Count	R table	Conclusion
Item 1	0.899	0.361	Valid
Item 2	0.524	0.361	Valid
Item 3	0.785	0.361	Valid
Item 4	0.587	0.361	Valid
Item 5	0.803	0.361	Valid
Item 6	0.843	0.361	Valid
Item 7	0.565	0.361	Valid
Item 8	0.783	0.361	Valid

After establishing the validity of each question item, a subsequent reliability analysis is conducted to determine the instrument's consistency in measuring the same symptoms across multiple measurements.

Table 3 Reliability Test Results

Variable	Cronbach Alpha	Information
Leadership Style (X)	0.962	Reliable
Work Discipline (Y)	0.902	Reliable

According to the data presented in Table 3, it is evident that the alpha or Cronbach's Alpha values for the Leadership Style variable (X) and the Work Discipline variable (Y) are 0.962 and 0.902, respectively. These values surpass the minimum threshold of 0.6, indicating that the questionnaire items pertaining to Leadership Style and Work Discipline can be deemed reliable.

Simple linear regression analysis is employed to forecast or examine the impact of a single independent variable on the dependent variable.

Table 4 Simple Regression Test Results
Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	Q	Sig.
	b	Std. error	Beta		
1. Constant	8.459	1.951		4.325	.002
Leadership Style	.757	.054	.923	13.054	.001

a. Dependent Variable: Work Discipline

From the table above, the regression equation is obtained

$$Y = 8.459 + 0.757X.$$

The meaning of the above equation is:

- a) The constant value of 8.459 indicates that when the leadership style (x) variable is equal to 1, the corresponding work discipline (y) variable is positively valued at 8.459.
- b) The regression coefficient associated with the leadership style variable (X) is 0.757. This indicates that a 1% increase in leadership style is associated with a 75.7% increase in work discipline (Y). The coefficient exhibits a positive sign, indicating a direct association between leadership style and work discipline. Specifically, as leadership style intensifies, work discipline also tends to grow correspondingly.

Table 5 Coefficient of Determination Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.848	.837	8.161

The coefficient of determination results is 0.848 or 84.8%, meaning that the higher the leadership style, the greater the discipline of PT Sepakat Citra Mandiri. Meanwhile, 15.2% are factors that influence variable Y from other factors not examined by researchers.

The t test is used to find out how far the independent variable partially influences the dependent variable. The significance used is 0.05.

Table 6 t test results

Coefficients^a			
Model	Standardized Coefficient	t	Sig.
Beta			
2. Constant		4.325	.002
Leadership Style	.923	13.054	.001
a. Dependent Variable: Work Discipline			

Based on the findings of the t-test analysis, it has been determined that there exists a statistically significant relationship between the variables of leadership style (X) and employee work discipline in the Lebakwangi sub-district of the Kuningan district (Y). The assertion is supported by the outcome of the t-test computation, yielding a value of 13.054. In comparison, the critical value in the t-table at a significance level of 5% is 2.048. Consequently, the acceptance of the alternative hypothesis (Ha) and the rejection of the null hypothesis (Ho) are indicated. Based on the findings of the t-test, it can be inferred that there exists a significant relationship between variable Y and variable X. The aforementioned theory has been substantiated by a study conducted by Jaya and Adnyani (2015), which demonstrates that leadership style exerts a noteworthy impact on employee work discipline at PT Sepakat Citra Mandiri Bekasi.

Discussion

The outcomes of the t-test computation are presented in Table 6. The obtained t-value of 13.054 exceeds the critical t-value of 2.048 from the t-table, indicating a significant difference. Additionally, the significance level of 0.001 is less than the predetermined alpha level of 0.05, leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (Hi). This implies that the leadership style employed by PT Sepakat Citra Mandiri has a noteworthy and constructive impact on the work discipline exhibited by its employees. The findings of the research indicate a considerable and positive correlation between leadership style and employee work discipline, which holds significant implications for the field of organizational management. This implies that the influence of leaders within an organization, encompassing their chosen leadership model and their interactions with employees, significantly affects the degree of work discipline exhibited by team members. When leaders possess the ability to cultivate robust relationships with their subordinates, offer precise direction, and establish a nurturing work atmosphere, employees are inclined to exhibit heightened motivation in upholding discipline while fulfilling their obligations and responsibilities.

These findings further emphasize the significance of the leader's function as an exemplar inside the organization. When a leader demonstrates a steadfast dedication to the principles of discipline, work ethics, and professionalism, it can serve as a powerful model for other members of the workforce. Leaders who prioritize discipline can effectively address issues such as absenteeism, tardiness, and workplace rule infractions. Furthermore, the findings of this study offer support for the notion that businesses should enhance their leadership development initiatives. The enhancement of leadership styles that foster work discipline can be facilitated by leader training and development programs that prioritize the cultivation of interpersonal skills, effective communication, and a deeper comprehension of employee motivation. Therefore, organizations have the potential to attain a heightened degree of rigor, consequently leading to the realization of broader organizational objective.

These results are supported by previous research conducted by Rosalina & Wati (2020) which stated that leadership style has a positive and significant effect on work

discipline. Meanwhile, research by Herlambang (2023) states that work discipline in an organization can occur if a leader also applies an autocratic leadership style .

CONCLUSION

Based on the findings of the aforementioned study, it can be inferred that the leadership style employed at PT Sepakat Citra Mandiri Bekasi exerts a favorable and statistically significant impact on staff discipline. The demonstration of this phenomenon is evident in the findings of a study where data was analyzed using SPSS version 25.0. A partial test, specifically a t-test, was conducted, revealing that the calculated t-value (13.054) above the critical t-value (2.048) at a significance level of 0.001, which is lower than the predetermined threshold of 0.005. The study reveals that the impact of leadership style on the work discipline of employees at PT Sepakat Citra Mandiri is estimated to be 84.8%.

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