

## **The Effect of Leadership Style and Work Discipline on Employee Performance at the Central Jakarta Tourism Ministry**

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### **ABSTRACT**

Almost all fields of work and human activities depend on information technology. This study was to determine the effect of leadership style and work discipline on employee performance at the Ministry of Tourism in Central Jakarta. The method used in this research is descriptive with an associative approach, the sampling technique used is proportional random sampling using the census or saturated sampling method with a sample of 50 respondents. The analysis tool uses instrument testing, classical assumption testing, regression testing, determination coefficient testing and hypothesis testing. The results of the study concluded that there was a positive and significant influence both partially and simultaneously between leadership style and work discipline on employee performance at the Ministry of Tourism with a contribution of 0.486 or 48.6% while the remaining 51.4% was influenced by other factors. Hypothesis testing is obtained  $F_{count} > F_{table}$  (22,261 > 2,800) thus  $H_0$  is rejected and  $H_3$  is accepted meaning that there is a positive and significant simultaneous influence between leadership style and work discipline on employee performance at the Ministry of Tourism in Central Jakarta.

**Keywords:** Leadership style; work discipline; employee performance

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### **INTRODUCTION**

With the rapid development of technology today everything becomes faster and more practical. Almost all fields of work and human activities depend on the information technology (Abdul Kadir, 2014; Kadir & Triwahyuni, 2014; Riyana, 2010; wikipedia, 2014). Starting from the fields of sales, offices, education, medicine, and others. Utilization of information technology aims to facilitate a job such as processing data quickly and accurately (Nugraha, 2013; Nugroho, 2009; Widiyono, 2013). Decision making is fast and precise thanks to this information technology.

Human Resources (HR) is a central factor in organizations (Bangun, 2012; Hasibuan, 2011; M. S. Saggaf et al., 2018; S. Saggaf et al., 2014; Sedarmayanti, 2017). Whatever the form and purpose, the organization is made based on various visions for human interests and in the implementation of its mission is managed and managed by humans. For this reason, human

resources need to be developed and considered so that the quality of these human resources can be improved. Professional and quality human resources will shape the performance of employees, both individuals, and high groups which then have an impact on the effectiveness of the organization as a whole.

To achieve the goals of the company, a leader must apply leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Arifin, 2012; Gardner & Carlson, 2015; Rivai & Mulyadi, 2012; Siagian, 2003; Sunarsi, 2017a, 2017b) . Based on observations made by the author at the Central Jakarta Tourism Ministry, there are some employees who often do not attend the office. The data is presented in Table 1.

Table 1  
Ministry of Tourism Employee Absenteeism Data 2013 to 2017

Year	Number of Employees	Condition of Attendance			Number of Attendance
		without explanation	Permission	Late	
2014	50	15	9	25	49
2015	50	20	7	10	37
2016	50	8	10	15	33
2017	50	30	20	35	85
2018	50	24	31	12	67

Table 1 shows the results of work discipline on employee attendance for 5 years from 2014 to 2018. Employees who were late and employees who did not attend without information experienced an increase in 2017. Then seen from the absence data above it can be concluded that there is still a lack of level the work discipline of the Ministry of Tourism employees towards attendance because there are still employees who do not enter work without giving information to the organization.

In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimal as possible so that employee performance increases (Alwi, 2008; Darmawan, 2013; Priansa, 2017; Simamora, 2014). Good performance is optimal performance, which is a performance that is in line with organizational standards and supports the achievement of organizational goals (Gani, 2014; Jamaluddin et al., 2017; Nasrullah et al., 2017). The level of performance of the Ministry of Tourism employees in activities to increase the contribution of tourism to the gross domestic product, to increase the business unit of the creative economy sector, and to increase the quality and quantity of tourism tertiary education graduates from 2014 to 2018 has decreased.

Employee performance has decreased due to factors including leadership style that has not met the standards so that performance is not optimal. As for the symptoms that arise from the lack of guidance given by the leadership so that many employees arrive late and the number of work is delayed which results in work being completed in a timely manner determined by the organization.

## METHOD

The type of data used is quantitative with primary data sources by distributing questionnaires which are then carried out tabulation and feasibility analysis as well as secondary

data from the various scientific literature. The population in this study were employees of the Central Jakarta Ministry of Tourism. Sampling was used saturation sampling technique that is 50 employees. The instrument testing uses validity and reliability tests. From the validity and reliability test stated valid and reliable, this is evidenced by the value of  $r_{count} > r_{table}$ , as well as the instrument used is appropriate and feasible to be forwarded to the next test. Testing for normality using Kolmogorov Smirnov obtained significance greater than 0.50 and thus declared normal. Multicollinearity testing obtained tolerance values  $<1$  and VIF  $<10$  so that it was concluded there was no interference with multicollinearity. Autocorrelation testing obtained the value of Durbin-Watson at an interval of 1.550 - 2.460, thus this regression model does not have autocorrelation. Heteroskedastisitas testing with Glejser test obtained significance values greater than 0.05 so it was concluded that there was no interference with heteroscedasticity.

## RESULT AND DISCUSSION

Object criteria studied were based on respondents' responses to question items about leadership style variables (X1) obtained an average score of 3.80, work discipline variables (X2) 3.97 and employee performance variables (Y) 3.88, all three the variables obtained by all scores are in the scale range from 3.40 to 4.19 with good criteria.

### Multiple Linear Regression Analysis

This multiple regression test is intended to find out how much influence the variables X1 and X2 on the Y variable. In this study leadership style (X1) and work discipline (X2) on employee performance (Y). The following are the results of processed regression data with SPSS which can be seen in the following table:

Table 2

Results of Multiple Regression Processing Variables in Leadership Style (X1) and Work Discipline (X2)

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	9.285	4.453		2.085
	Leadership Style (X1)	.345	.129	.369	2.666
	Work Discipline (X2)	.417	.145	.397	2.866

a. Dependent Variable: Work Performance (Y)

Based on the results of the regression calculations in table 2, the regression equation  $Y = 9.285 + 0.345X1 + 0.417X2$  can be obtained. From the above equation, it can be concluded that a constant value of 9.285 means that if the variables X1 and X2 are absent then there is a beta value of 9.285 points. Value of 0.345 is interpreted if the constant is constant and there is no change in the X2 variable, then every 1 unit change in the X1 variable will result in a change in Y of 0.345 points. A value of 0.417 is interpreted if the constant is constant and there is no change in the X1 variable, then every 1 unit change in the X2 variable will result in a change in Y of 0.417 points.

### Analisis Koefisien Determinasi

Analysis of the coefficient of determination is intended to determine the percentage strength of the relationship between the independent variables on the dependent variable both partially and simultaneously). The results of the calculation of the coefficient of determination are processed with the SPSS program as follows:

Table 3.

Partial Determination Coefficient Analysis Results Between Leadership Style Variables (X1) Against Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.397	.384	3.012

a. Predictors: (Constant), Leadership Style (X1)

Based on table 3, R-square value of 0.397 is obtained, it can be concluded that the leadership style variable (X1) influences the employee performance variable (Y) by 39.7% while the remaining 60.3% is influenced by other factors.

Table 4.

Results of Partial Determination Coefficient Analysis Between Work Discipline Variables (X2) Against Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.409	.369	2.982

a. Predictors: (Constant), Work Discipline (X2)

Based on the table 4, R-square value of 0.409 is obtained, it can be concluded that the work discipline variable (X2) influences the employee performance variable (Y) by 40.9% while the remaining 59.1% is influenced by other factors.

Table 5.

Results of Simultaneous Determination Coefficient Analysis Between Leadership Style Variables (X1) and Work Discipline (X2) Against Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 <sup>a</sup>	.486	.465	2.808

a. Predictors: (Constant), Work Discipline (X2), Leadership Style (X1)

Based on the table 5, R-square value of 0.486 is obtained, it can be concluded that the leadership style variable (X1) and work discipline (X2) affect the employee performance variable (Y) of 48.6% while the remaining 51.4% is influenced by Other factors that the research did not do.

## Hypotesis Test

To test the hypothesis of the Leadership Style (X1) and Work Discipline (X2) variables on Employee Performance (Y), the statistical test t (partial test) is performed. In this study, the significance criteria used 5% (0.05). The test results are as follows:

Table 6  
T-Test Results Variable Leadership Style (X1)

Model	Coefficients <sup>a</sup>		Beta	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	16.221	4.010		4.045	.000
Leadership Style (X1)	.588	.105	.630	5.618	.000

a. Dependent Variable: Work Performance (Y)

Based on table 6, the value of  $t_{\text{arithmetic}} > t_{\text{table}}$  or  $(5.618 > 2.011)$  This is also strengthened by the value of  $p \text{ value} < \text{Sig.} 0.05$  or  $(0,000 < 0.05)$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted, this shows that there is a positive and partially significant influence between leadership style on employee performance at the Ministry of Tourism in Central Jakarta. This shows that a high leadership style will improve employee performance.

Table 7  
T-Test Results Variable work Discipline (X2)

Model	Coefficients <sup>a</sup>		Beta	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	12.530	4.548		2.755	.008
Work Discipline (X2)	.671	.116	.639	5.761	.000

a. Dependent Variable: Work Performance (Y)

Based on table 7, the value of  $t_{\text{arithmetic}} > t_{\text{table}}$  or  $(5.761 > 2.011)$  This is also strengthened by the value of  $p \text{ value} < \text{Sig.} 0.05$  or  $(0,000 < 0.05)$ . Thus,  $H_0$  is rejected and  $H_2$  is accepted, this shows that there is a positive and partially significant effect between work discipline on employee performance at the Ministry of Tourism in Central Jakarta. This shows that high work discipline will improve employee performance.

To test the effect of leadership style and work discipline variables simultaneously on the performance of employees at the Ministry of Tourism carried out by the statistical test F (simultaneous test) with a significance of 5%.

Table 9  
Simultaneous Hypothesis (F-Test Results)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	351.118	2	1775.559	22.261	.000 <sup>b</sup>
	Residual	370.662	47	7.886		
	Total	721.780	49			

a. Dependent Variable: Work Performance (Y)

b. Predictors: (Constant), Work Discipline (X2), Leadership Style (X1)

Based on the above table, the calculated  $F_{\text{count}} > F_{\text{table}}$  or  $(22.261 > 2,800)$  is also strengthened by the  $p \text{ value} < \text{Sig.} 0.05$  or  $(0,000 < 0.05)$ . Thus,  $H_0$  is rejected and  $H_3$  is accepted, this shows that there is a positive and significant effect simultaneously between leadership style and work discipline on employee performance at the Ministry of Tourism in Central Jakarta. The results of this regression analysis show the

coefficients of each variable are positive, meaning that the better the leadership style and work discipline, the better the performance of employees.

## CONCLUSION

Leadership Style has a positive and significant effect on Employee Performance with an influence contribution of 39.7%. Work discipline has a positive and significant effect on employee performance with a contribution of 40.9%. Leadership Style and Work Discipline have a positive and significant effect on Employee Performance Obtained a regression equation  $Y = 9.285 + 0.345X_1 + 0.417X_2$ . The higher the Leadership Style and Work Discipline, the Employee Performance will also increase. Vice versa, if the Leadership Style and Discipline work is low then the Employee Performance will also decline. The contribution of influence simultaneously was 48.6% while the remaining 51.4% was influenced by other factors. Hypothesis testing obtained the value of  $F_{count} > F_{table}$  or  $(22.261 > 2,800)$ , it is also strengthened with a probability of  $0,000 < 0.05$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there are positive and significant simultaneous influences between the Leadership Style and Work Discipline on Employee Performance at the Central Jakarta Tourism Ministry.

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