

EMPLOYEE PERFORMANCE OF PT. PLN (PERSERO) PALOPO AREA IN TERMS OF LEADERSHIP STYLE AND WORK DISCIPLINE

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ABSTRACT

The purpose of this study was to examine the effect of leadership style and work discipline on employee performance at PT PLN (Persero) Palopo Area. This research uses quantitative methods with a research sample consisting of 34 respondents selected using the saturated sample formula. The independent variables in this study are leadership style and work discipline programs, while the dependent variable is employee performance. Multiple regression analysis techniques with the help of SPSS applications were used in this study. The results showed that partially, leadership style and work discipline programs have a positive and significant influence on employee performance. Simultaneously, the leadership style program and work discipline also have a positive and significant effect on employee performance. The adjusted R Square (R²) value obtained is 61.7 or 61.7%, meaning that 61.7% of the variation in employee performance can be explained by the leadership style program and work discipline. The remaining (100% - 61.7% = 38.3%) is explained by other factors included in the model.

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1. INTRODUCTION

Organizations are currently facing a relatively fast development of the business environment where competition in the business world is getting tougher. This has an impact on work activities in these companies. Every activity must be adapted to the development of technology and information. Companies or organizations will of course try to adapt to these developments and improve their performance to be able to compete effectively. Human resources are one of the valuable assets that every company has to be able to adjust to these developments. With human expertise and skills, company operations can run as desired and create competitive work competition.

In order to match the goals and direction of the company, an important task of a leader is to determine his leadership style. Having an appropriate leadership style is expected to be able to regulate and harmonize work behavior and improve performance. One of the employee work behaviors that can encourage good performance is discipline at work. Therefore, a leader needs to pay attention to this so that company goals can be achieved effectively and efficiently. Discipline is a key factor in the success of the company, which can be seen from the responsibility of employees in maintaining punctuality and the work produced.

PT PLN Pelayanan Palopo requires a strong leadership style and a high level of work discipline from their employees in order to disseminate electricity to the public at large and ensure public satisfaction. A leader's leadership style is reflected in the leader's behavior towards employees, including how to communicate, influence, and direct employees to achieve company goals and objectives. Of course, achieving these company goals requires consistent work discipline from the employees themselves.

The purpose of work discipline in a company is to direct employee actions through established policies and regulations to achieve company goals and objectives. The implementation of work discipline by subordinates is highly dependent on the success of the leader, so that the leader acts as an example for employees at work. Actions that are usually carried out by a leader at work will be followed by employees. Therefore, leadership style is one of the important factors in supporting employee awareness of the importance of discipline at work. In addition, leadership style also helps prevent bad work behavior that can hinder the company in achieving the company's vision, mission and goals.

It is important for the leadership of PT PLN to pay full attention to employee discipline issues in order to improve their performance. Building work discipline for employees is not an easy task for leaders. Therefore, the role of leadership is important in guiding and directing employees to achieve a

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high level of discipline. This will ensure employees achieve maximum performance so that the company can optimally achieve sales targets.

2. METHOD

This research was conducted at PT PLN (Persero) Palopo Area between April and June 2018. Researchers collected primary data through direct interviews with PT PLN (Persero) employees and secondary data consisting of related documents.

The population in this study consisted of all 34 employees of PT. PLN (Persero) Palopo Area. This study used a saturated sampling approach, so that the entire population became the sample included in the study. Therefore, the total population also reflects the total number of respondents in this study.

Researchers used a data collection method in the form of a questionnaire. The questionnaire was given to all respondents, which contained questions based on a description of the variable indicators that had been determined.

Questionnaire is a method for collecting data by submitting written questions that must be answered by respondents using the answer choices that have been provided. The questionnaire functions as a list of questions that aim to obtain data in the form of answers from respondents.

The validity test is carried out to evaluate the extent to which a questionnaire can collect relevant data or information. The validity of the instrument can be confirmed if it is able to explore the desired information and accurately reveal the data from the variable being studied. Validity was tested in this study using SPSS version 22.0 software.

Reliability, or reliability, is used to measure the extent to which the questionnaire used can provide consistent results if re-measured on the same subject at different times. The questionnaire is considered to have reliability if it is stable and reliable, so that repeated use of the questionnaire will produce similar results.

According to Imam (Ghozali, 2006), reliability measurement can be done using the One Shot method, where measurement is only done once and the results are compared with other questions. In addition, reliability can also be measured using the Cronbach Alpha (α) statistical test. This technique is used for reliable statements, with the following criteria:

Multiple linear regressions

To identify the influence of the variables in this study, multiple linear regression analysis was used. Multiple linear regression is used to understand the relationship between one variable and another where one variable can affect another. In this analysis, it aims to determine the effect of performance variables that are connected to the variables of leadership style and work discipline.

$$Y=a+b_1X_1+b_2X_2+e$$

Where:

- a : constant
- b_1 - b_2 : regression coefficient / parameter of the variable X_1 - X_2
- Y : Employee performance
- X_1 : Leadership style
- X_2 : Work discipline
- e : Confounding Variables (Not counted)

3. RESULT AND DISCUSSION

Researchers will describe the survey results that have been obtained, and the data collected must be processed first so that it can be used to test the hypothesis. As mentioned earlier, the number of respondents in this study were 34 employees at PT PLN (Persero) Palopo Area. With this number of respondents, the author analyzes the effect of leadership style on employee performance by explaining the background profile of respondents, including age, gender, and education level.

In this study, the authors used a questionnaire as a tool to measure the effect of leadership style on employee performance at PT PLN (Persero) Palopo Area. The reliability test is carried out to determine the extent to which the measuring instrument is reliable. A questionnaire is considered to have reliability or reliability if a person's answer to the question is consistent or stable over time.

Testing the construct reliability in this study will use the Cronbach's alpha value generated through SPSS data processing. If the Cronbach's alpha value is > 0.60 , it is said to be realizable (Ghozali, 2006). The

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results of the reliability test can be seen in the following table.

Table 1. Uji Reliability

Research variable	Cronbach's alpa	R standard	Description
Leadership Style	0,797	0,60	Reliable
Work Discipline	0,707	0,60	Reliable
Employee performance	0,805	0,60	Reliable

Table 2. Koefisien

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-3.962	5.284		-.750	.459
	X1	.493	.121	.496	4.056	.000
	X2	.530	.148	.437	3.580	.001

The following multiple linear regression equation can be compiled from the table above:

$$Y = -3.962 + 0.493X_1 + 0.530X_2$$

Based on the above equation, it can be explained through the following explanation:

a = The constant value of -3.962 indicates that when the value of leadership style (X1) and work discipline (X2) is fixed, the value of employee performance (Y) will reach 0.493.

The coefficient b1 = 0.493 shows that leadership style has a positive influence. This means that if the leadership style changes by 0.493, it will have an impact on changes in employee performance by one unit, assuming that work discipline and leadership style remain constant.

The coefficient b2 = 0.530 shows that work discipline also has a positive influence. If work discipline increases by 0.530, it will have an impact on changing employee performance by one unit, assuming leadership style and work discipline remain constant.

Based on the regression beta coefficient in table 4.7, it can be concluded that the incentive variable has a major influence on employee performance with a regression beta coefficient value of 496, followed by the work discipline variable with a beta value of 437.

Table 3 R square (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.617	.592	2.108

Predictors: (Constant) bX2, X1

Table 4 Uji-F

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	221.823	2	110.912	24.968	.000 ^b
	Residual	137.706	31	4.442		
	Total	359.529	33			

Dependent Variable: Y

Based on the results of the F test, the calculated F value is 24.968 with a significance level of 0.000. Because the level of significance is less than 0.05, it can be concluded that the leadership style variable has a significant influence on employee performance.

The t test is used to determine whether there is an influence between the independent variable and the dependent variable. The t test results can be seen in the coefficient output of multiple regression analysis as follows:

Table. 5 Uji T

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model	B	Std. Error	Beta			
1	(Constant)	-3.962	5.284		-.750	.459
	X1	.493	.121	.496	4.056	.000
	X2	.530	.148	.437	3.580	.001

From the results of the t-test, a discussion of the proposed hypothesis can be carried out as follows:

H1: Leadership style has a positive effect on employee performance based on the t test calculated at 4.056% with a significant level of 0.000 because the significant level is smaller than 0.05, partially the independent variable leadership style has a positive effect on the dependent variable employee performance, thus the hypothesis is accepted.

H2: Work discipline has a positive effect on employee performance based on the t test calculated at 3.580% with a level of 0.001 because the significant level is smaller than 0.05, so partially the independent variable work discipline has a positive effect on the dependent variable employee performance, thus the hypothesis is accepted.

Discussion

This study aims to examine the effect of leadership style and work discipline on employee performance. The results showed that leadership style has a positive influence on employee performance. The regression coefficient shows that the leadership style has a value of 0.493, and the t-count value (4.056) is greater than the t-table value (1.695). This shows that the leadership style applied by PT PLN (Persero) Palopo Area has a positive influence on employee performance. Therefore, the leadership style and work discipline variables used in this study can be considered as reliable and trustworthy measuring instruments.

Based on the t-count test result of 4,056 with a significance level of 0.000, which is smaller than 0.05, it can be concluded that partially the independent variable of leadership style has a positive influence on the dependent variable of employee performance. Thus, the hypothesis can be accepted.

From the results of the research that has been conducted, it can be concluded that to improve employee performance, it is important to implement a leadership style. In other words, the implementation of leadership style will have a significant positive impact on employee performance.

This research is in line with (Susanty et al., 2012). The effect of leadership style on improving employee performance is proven to be positive and significant. The higher the leadership style applied, the higher the level of employee performance.

The results also show that work discipline has a positive influence on employee performance. The regression coefficient shows a value of 0.530, and the value of $T_{hitung} > T_{tabel}$ ($3.580 > 1.695$). This shows that work discipline owned by PT PLN (Persero) Palopo Area has a positive influence on employee performance. Therefore, the indicators or questionnaires used to measure leadership style variables and work discipline on employee performance can be considered reliable and can be trusted as a variable measuring tool.

With a t-count of 3.580% and a significance level of 0.001, which is smaller than 0.05, it can be concluded that partially the independent variable of work discipline has a positive influence on the dependent variable of employee performance. Thus, the hypothesis can be accepted. Based on the results of the research conducted, it can be concluded that to improve employee performance, it is important to implement leadership styles and maintain the level of work discipline. In other words, the implementation of leadership style and work discipline will have a positive and significant impact on employee performance.

This research is in line with (Syaiful & Wirnaniningsih, 2016). This means that work discipline has a positive and significant effect on improving employee performance.

4. CONCLUSION

Leadership style (X1) has a positive and significant influence on employee performance (Y) at PT PLN (Persero) Palopo Area. Work discipline (X2) has a positive and significant effect on employee performance (Y). Simultaneously, leadership style (X1) and work discipline (X2) have a positive and significant influence on performance (Y) at PT PLN (Persero) Palopo Area.

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