



## The Influence of Leadership Style and Work Discipline on Employee Performance in the Department of Transportation Dompu District

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### **Abstract**

This study aims to determine: (1) The influence of leadership style on employee performance at the Dompu Regency Transportation Office; (2) The influence of work discipline on employee performance at the Dompu Regency Transportation Office; The research method is quantitative which is causal in nature with multiple linear regression analysis techniques and interactive analysis. The population is all employees, the amounting to 93 employees with a sample of 93 employees using a full sampling (census). The results of the analysis show that the leadership style does not have a linear effect on the performance of employees at the Dompu Regency Department of Transportation while work discipline has a positive effect on employee performance at the Dompu Regency Transportation Office.

**Keywords:** *Leadership Style; Work Discipline; Employee Performance*

### **Introduction**

#### **Background**

The role of leaders and leadership styles is very important in an organization, leaders must be able to direct their organizations in dealing with competitive environments and situations (Nurhayati & Bangsawan, 2019). As a leader, the responsibility to identify the vision is greater than that of other employees. All stakeholders expect them (leaders) to start the process of developing, implementing, and evaluating the organization's vision.

Work discipline according to Veithzal (2006) is a tool used by managers to communicate with employees in order to change behavior and as an effort to increase one's awareness and willingness to comply with all company regulations and applicable norms. According to Fathoni (2006) discipline is the awareness and willingness of a person to comply with all company regulations.

In addition to work discipline, the success of an organization is influenced by the performance of its employees, an organization will strive to improve the performance of its employees in the hope that organizational goals can be achieved. Performance is basically what employees do or don't do. Employee performance affects how much they contribute to the organization, including the quantity of output, quality of output, duration of output, attendance at work and cooperative attitudes (Suprapti, Astuti, Sa'adah, Rahmawati, & Astuti, 2020). Employees in the body are like blood flow, achievement or disaster in an organization is dependent on the performance of their employees. Therefore, top management realizes the importance of investing in training and development for improving employee performance (Anitha, 2014). This research was conducted at the Department of Transportation of Dompu Regency with a research focus on the variable Leadership Style and Work Discipline on Employee Performance.

Based on the background of the problems described above, the authors formulate the following problems (1) Does the leadership style affect the performance of the Dompu Regency Department of Transportation employees? (2) Does work discipline affect the performance of the Dompu Regency Transportation Agency employees?

## ***Theoretical Review***

### **1. Leadership Style**

Leadership, according to Stuart Levine and Michael Crom (1994) is about listening to people, supporting and encouraging them and involving them in decision making and problem-solving processes. It's about building a team and developing their ability to make skilled decisions. In general, leadership exists in a hierarchy and is usually illustrated as a triangle with the highest authority at the top of the triangle and the authority flowing downward to all other parts of the triangle (Fatokun, Salaam, Ajegbomogun, & Adedipe, 2010). The word "style" according to Thoha (2012) is the same as the way leaders influence their followers. Meanwhile, leadership style is a behavior norm that a person uses when that person tries to influence the behavior of others according to their views. Leadership style is a method or behavior that is chosen in influencing behavior, the feelings of organizational members/subordinates in achieving optimal performance goals (Syukri & Heryanto, 2019).

### **2. Work Discipline**

Departing from the viewpoint of Hasibuan (2014) Discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms. Discipline is defined when employees always come and go home on time, do all their work well, and comply with company regulations and prevailing social norms. Work discipline can be measured through the following things, namely goals and abilities, leader model, salary, justice, respect (inherent control), punitive sanctions, assertiveness, human relations (Azzahra, Ayuningtias, Anggadwita, & Nurbaiti, 2019).

### **3. Employee Performance**

Employee performance is a work-related activity expected of an employee and how these activities are carried out. Campbell, McHenry & Wise (1990) stated that employee performance consists of observable behaviors that people perform in their work that are relevant to organizational goals (Campbell, Simpson, Stewart, & Manning, 2003). The factors used in performance appraisals vary but Campbell et al suggest that studies should look at the dimensions separately because common factors are unlikely to represent the most appropriate when assessing employee performance. Several measures have been developed to measure employee performance. Although the measures vary in terms of how carefully

and typically they are conceptualized with respect to affective or cognitive job satisfaction and so on (Dugguh & Dennis, 2014).

#### 4. Previous Research

Rompas (2018) The Influence of Leadership Style, Supervision, and Work Discipline on Employee Performance at the Transportation Office of Southeast Minahasa Regency. The results showed that the leadership style, supervision and work discipline simultaneously had an effect on employee performance. Partially, supervision and work discipline have a significant effect while leadership style has no effect on employee performance.

Cecilia (2018) The Influence of Employment Discipline, Career Planning and Competence on Employee Performance of the Manado Pratama Tax Office (KPP), this study aims to determine the effect of work discipline, career planning and competence on employee performance. The results showed that work discipline had an effect on employee performance.

Tauwi (2019) The Influence of Work Discipline, Leadership Style and Motivation on Employee Performance of the Konawe Regency Transportation Service Office. The results showed that the leadership style had a positive and significant effect on the performance of employees at the Konawe Regency transportation office, the work environment had a positive and significant effect on the performance of Civil Servants at the Konawe Regency Social Service Office, Organizational Climate had a positive and significant effect on employee performance at the transportation service office Konawe Regency.

Nasution (2020) The Effect of Leadership Style on Employee Performance at the Transportation Office of North Sumatra Province. The purpose of this study was to determine the positive influence of the leadership style adopted by the transportation department of the province of North Sumatra. The type of data used in this study is the type of primary data and the source of the data obtained comes from permanent employees of the Medan Transportation Service.

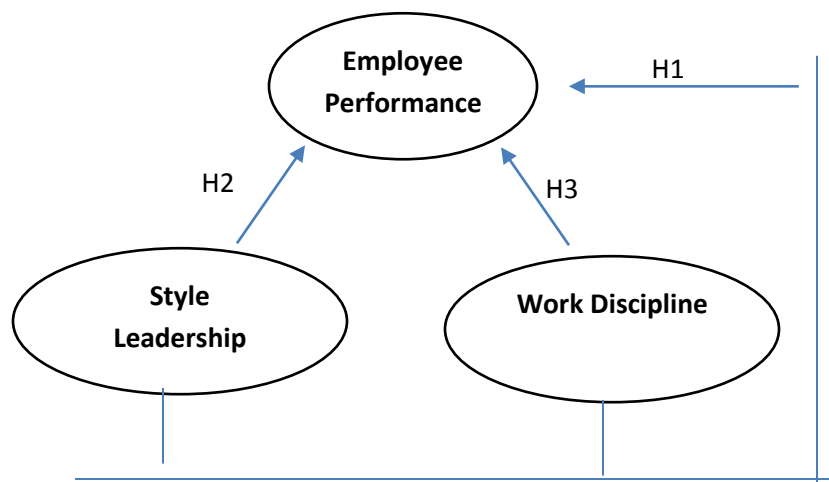


Figure 1. Conceptual Framework

## **Hypothesis**

H1 : Leadership style and work discipline together are thought to have an effect significant to employee performance.

H2 : Leadership style is thought to have a significant effect on employee performance.

H3 : Work discipline is thought to have a significant effect on employee performance.

## **Research Methods**

### **Research Approach**

This research is categorized as a type of quantitative research, because it only examines the relationship between variables with a quantitative approach. The research site is the Dompu Regency Transportation Department.

### **Population, Sample Size, and Collection Techniques**

The population in the study were 93 permanent and honorary employees of the Transportation Office of Southeast Regency. The sample size in this study is the entire population. So the sampling technique uses saturated sampling technique.

### **Data and Sources**

The types of data used in this study are primary data and secondary data. Primary data is data obtained/collected directly from sample respondents. Primary data includes the characteristics of the respondents, leadership style, work discipline and employee performance. Secondary data is data that supports this research which is obtained/collected through related agencies, journals and text books.

### **Data Collection Technique**

In this study, to obtain primary data, a questionnaire was distributed to the sample respondents. Secondary data were obtained by studying company documents and reviewing related literature.

### **Data Analysis Techniques**

The data analysis technique used to determine how much influence the independent variable has on the dependent variable, namely by multiple linear regression analysis with the regression equation formula as follows:  $(Y = a + b_1X_1 + b_2X_2 + e)$

This research also uses an interactive model of analysis (interactive model of analysis), where the data collected will be analyzed through three stages, namely, reducing data, presenting data and drawing conclusions. This model is carried out in a cyclical process between stages, so that the data collected will relate to one another and properly support the preparation of writing reports. These components can be explained as follows:

1. Data collection is the process by which the author looks for data and records all incoming data;
2. Data reduction is the process of selecting, focusing, simplifying, abstracting, and transforming raw data arising from records in the field.
3. A data presentation is a group of structured information which gives the possibility of drawing conclusions and taking action which can be in the form of rough data such as types of matrices, schemes, figures, tables, and so on; and
4. Conclusion drawing is the process by which the writer deduces what he already knows

## **Results and Discussion**

### **Respondent Description**

Respondents of this study were 93 employees, consisting of male 78.5% and female 21.5%. Most respondents were > 40 years old (40.9%), had high school education (66.7%) and had a work period of 15 years (27.8%).

### **Research Data Analysis**

**Table 1. Respondents' Response Data Based on Variables**

No.	Statement	Answer Options			
		Very Agree	Agree	Not Agree	Very Disagree
<b>PERFORMANCE VARIABLES (Y)</b>					
<b>Quality</b>					
1	I am very disciplined at work	4	56	33	0
2	I always do my job carefully	6	50	37	0
<b>Quantity</b>					
3	I always do my job according to predetermined targets	7	43	42	0
4	I always set targets at work	5	33	55	0
<b>Attendance at Work</b>					
5	I've never been absent on weekdays	7	44	41	1
6	I always come in and come home from work on time	6	28	59	0
7	I never leave work without permission	6	30	55	2
8	I always maximize my work time at work	6	37	50	0
<b>Cooperation (Cooperative Attitude)</b>					
9	I am able to work with my colleagues	9	68	16	0
10	I am always open to other people's opinions	9	72	12	0
Average (%)		49%	7%	44%	0%
<b>LEADERSHIP STYLE VARIABLES (X1)</b>					
<b>Directive Leadership Style</b>					

11	The leader always gives orders / jobs to subordinates	8	58	27	0
12	Leaders always tell us clearly what to do, and how to do it.	11	39	43	0
13	Leaders establish a clear working relationship between one person and another	9	23	61	0
14	The leader always notifies the time duration for each job that is ordered to subordinates.	5	28	60	0
15	Leaders provide standards for every job that is ordered to subordinates	3	20	70	0
<b>Supportive Leadership Style</b>					
16	Leaders do something that makes members happy to work	10	13	70	0
17	Leaders always have good relations with employees / employees	13	26	54	0
18	Leaders always pay attention to conflicts that occur in members	10	12	71	0
19	Leaders always exercise mutual control between leaders and subordinates	12	8	73	0
20	Leaders show things that can attract employee work interest	8	13	72	0
21	The leadership tries to develop a new atmosphere	7	11	74	0
22	Leaders emphasize interpersonal relationships with fellow employees.	5	14	72	2
<b>Achievement Oriented Leadership Style</b>					
23	Leaders provide challenging jobs to subordinates	3	11	76	2
24	Leaders always provide advice on performance to subordinates	9	50	34	0
25	Leaders set high performance standards	3	16	73	1
26	Leaders always motivate subordinates to work optimally	8	46	38	1
<b>Participatory Leadership Style</b>					
27	Leaders always conduct two-way evaluations between leaders and subordinates	7	12	74	0
28	Leaders always work together with subordinates in making decisions	7	8	77	1

29	Leadership involves member participation in every activity	9	10	74	0
30	Leaders provide opportunities for employees to discuss problems with leaders.	10	10	73	0
Average (%)		8%	23%	69%	0%
<b>VARIABLES OF WORK DISCIPLINE (X2)</b>					
31	I can complete work according to a predetermined plan and schedule.	4	50	39	0
32	I always finish work responsibly.	8	51	33	0
33	I'm always developing my skills to increase productivity.	7	40	46	0
34	My leader sets a good example for his subordinates	6	66	21	0
35	My boss treats employees fairly.	3	24	65	0
36	The inherent supervision from my boss made me more disciplined.	6	66	21	0
37	With the penal sanctions, each employee is more disciplined in his work.	5	42	44	1
38	Leaders carry out company regulations fairly.	7	28	57	1
Average (%)		6%	47%	47%	0%
Total		262	1180	1981	12
Overall Average (%)		8%	34%	58%	0%

## Descriptive Analysis

### 1. Description of the respondent's answer from the leadership style variable (X1).

Based on data collected from questionnaires about leadership style variables, 69% of respondents disagreed with the statement items regarding directive leadership style, supportive, achievement-oriented and participatory.

### 2. Description of the respondent's answer from the work discipline variable (X2).

Based on data collected from questionnaires about work discipline variables, 54% of respondents agreed with the statement items that employees complete work according to predetermined plans and schedules, complete work responsibly, develop the ability to increase productivity, leaders provide examples those who are kind to their subordinates, the leadership treats employees fairly, the inherent supervision of the superiors, there are punishments and the leaders carry out company rules fairly.

### 3. Description of the respondent's answer from the employee performance variable (Y).

Based on data collected from questionnaires about employee performance variables, 56% of respondents agreed with the statement items that quality, quantity, attendance at work and cooperation affect employee performance.

## Multiple Linear Regression Analysis

This analysis is a mathematical model that can be used to determine the relationship between two or more variables. The purpose of this analysis is to predict the value of a variable (dependent variable) through another variable (independent variable). The values that are considered are the R square value in the Model Summary table, the p value in the ANOVA table and the sig value in the Coefficients table. The results obtained are the value of R square = 0.146. The value of p = 0.014 and sig T = 0.365 (leadership style) and 0.020 (work discipline). This value indicates that these independent variables can explain 14.6% of the dependent variable (performance). Furthermore, this simple linear regression fits the existing data in the regression line equation. Based on the statistical test for the regression coefficient, it can be seen that the value of p = 0.365 (leadership style) and 0.020 (work discipline). This means that at an alpha value of 5%, the leadership style variable has no linear relationship with performance, while work discipline has a relationship with performance.

## The Influence of Leadership Style and Work Discipline on Employee Performance

The research data shows that Leadership Style has a simultaneous negative effect on Employee Performance at the Dompu Regency Transportation Service and Work Discipline has a simultaneous positive effect on Employee Performance at the Dompu Regency Transportation Service. Therefore, it is very important to pay attention to the factors that support the formation of leadership styles and work discipline. This means that leaders must continue to try to be consistent in influencing their subordinates so that they can follow the character of a leader who can be an example. The leader must also continue to supervise his subordinates so that they can be noticed if they do something wrong can be immediately corrected or succeed in their job can be rewarded.

## The Effect of Leadership Style on Employee Performance

The research data shows that the leadership style (directive, participatory, supportive) has no significant effect on employee performance at the Dompu District Department of Transportation. Even though the Leadership Style does not have a significant effect, this must continue to be improved in this case encouraging employees to be able to further improve their performance in carrying out their duties and responsibilities. Because a leader must be able to be a role model for subordinates so that he can properly run an organization, in this case a government agency, so that the vision and mission to serve the community can be fulfilled.

## The Effect of Work Discipline on Employee Performance

The research data shows that work discipline has a significant effect on employee performance at the Dompu Regency Department of Transportation. This must be considered by the leadership to direct human resources in this case making a policy so that discipline becomes a work culture that encourages employees to be able to further improve their performance in carrying out their duties and responsibilities. The discipline of employees in carrying out tasks in this workplace must be considered by the leadership because employee discipline in carrying out tasks affects performance. Good work discipline from each



employee in carrying out their duties and responsibilities is important because with discipline the work completion of each employee will meet the criteria and time specified for a task to be completed.

## **Conclusions and Suggestions**

### **Conclusion**

Based on the results of the research and data analysis obtained in this study, namely: (1) Leadership style has no influence on employee performance at the Dompu Regency Department of Transportation. (2) Work discipline has an influence on the performance of employees at the Dompu Regency Transportation Agency.

### **Suggestion**

The suggestions that can be given are:

1. To the leadership of the Dompu Regency Transportation Agency, it is necessary to maintain and improve their leadership style to support the work atmosphere. The leadership style that continues to be improved can improve employee performance so that the achievement of agency goals is younger to achieve.
2. There needs to be more attention to work discipline, because this is also very supportive of improving employee performance.
3. The results of the research can be used for the development of Human Resource management knowledge, especially leadership and employee performance.

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