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November 25, 2022

## ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AND ITS IMPACT FOR WORK DISCIPLINE

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**Abstract:** Human Resources (HR) is the most important part of the organization. The goal of human resource development is to form quality human resources and improve work skills. This results in changes in work discipline. Work discipline can determine the level of organizational success in achieving goals. Work discipline is built by several factors including leadership style and employee performance as interrelated variables. The purpose of this study is to determine the positive and significant influence of the factors that affect work discipline. The sample in the study was 105 employees with data techniques using a questionnaire. To test the hypothesis in this study using SEM (Structural Equation Modeling) data analysis and with the help of the Amos 21 application. The results showed that (1) leadership style has a positive and significant effect on employee performance; (2) leadership style has a positive and significant effect on work discipline; and (3) employee performance has a positive effect on work discipline. That way, the leadership style and employee performance can improve work discipline.

**Keywords:** Leadership style, employee performance, and work discipline.

**JEL Classification:**

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ISSN: 2686-4789 (Print); ISSN: 2686-0473 (Online)

<http://icmba.nusaputra.ac.id>

Employees are the driving force for organizational operations, so that if employee performance increases, organizational performance will also increase. Employees are directed to improve their performance so that they have attitudes and behaviors that reflect responsibility, loyalty and discipline. In order to achieve the best performance the organization has an interest in evaluating the implementation of work tasks generated by employees in accordance with a series of systems applicable in the organization.

Efforts to improve employee performance are not simple matters, because employee performance is not a stand-alone concept, but depends on a number of variables or factors that influence it. Employee performance problems will be achieved according to the target if these factors can be managed and maintained properly. Purba (2019) reveals that employee performance can be seen from the level of employee discipline. Based on these conditions, improving employee work discipline needs to pay attention to several factors. Employee performance will increase, if supported by a higher leadership style.

Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. There are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of absenteeism, lack of timeliness in completing work, resulting in less compliance with regulations. Not yet optimal performance of employees can be seen the percentage of employee tardiness. Delay is an indication of employee indiscipline in complying with the established regulations. In this case,

Sipatuhar (2018) states that employee work discipline is part of the performance factor of an employee which reflects the large sense of responsibility for the tasks assigned to him. From this description, work discipline is used as the dependent variable, employee performance is an intervening variable, while the independent variable used is leadership style. The problem in this study occurs because of the lack of optimal work discipline from employees on the performance of the leadership. In the case of communication, the leader is not very informative in delegating tasks to employees. In addition, giving examples and role models from office holders is not good and can have an impact on the performance of MTs employees. N 1 Lamongan needs to be improved.

Thus, specifically this study aims to analyze the effect of leadership style on employee performance, analyze the effect of leadership style on work discipline and analyze the effect of employee performance on work discipline.

## LITERATURE REVIEW

### *First Literature*

Leadership style is the behavior or method that the leader chooses and uses in influencing the thoughts, feelings, attitudes, and behavior of members of the organization or subordinates. According to Irwan (2019) leadership style is the ability of a person to inspire every employee with achievement and self-actualization and be able to express a clear vision and mission. Leadership has an important influence on change and the competence of human resources so as to improve overall organizational performance. The relationship between leaders and subordinates can be measured

through workers' assessments of the leadership style of leaders in directing and fostering their subordinates to carry out work. Specifically, there are five main elements which constitute the essence of leadership, namely: (i) the element of the leader or person who influences; (ii) elements of the person being led as the party being influenced; (iii) elements of interaction or activity / business and influencing processes; (iv) elements of the objectives to be achieved in the influencing process; and (v) elements of behavior / activities carried out as a result of influencing. In addition, there are five leadership functions, namely: (i) decision making function; (ii) instructive function; (iii) consultative function, (iv) participatory function; and (v) the function of delegation (Sarifah et al (2016)).

### *Second Literature*

Etymologically, performance comes from the word work performance (performance). Performance management is about creating relationships and ensuring effective communication. Performance management focuses on what is needed by organizations, managers, and workers to succeed Risnawati and Suryalena (2018). Performance is the quantity or quality of the work of an individual or group within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures and criteria that have been set or applicable in the organization. According to Susanty (2012) employee performance is a measure that can be used to determine the comparison between the results of the implementation of tasks, the responsibilities given by the organization in a certain period and relatively can be used to measure work performance or organizational performance.

### *Third Literature*

Brahmasari (2008) defines work discipline as an attitude of respect, respect, obedience and obedience to applicable regulations and is able to receive sanctions if it violates the assigned duties and authorities. Work discipline is one of the important human resource management functions and is the key to the realization of goals, without discipline it is difficult to achieve maximum goals. According to Sipatuhar (2018), discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Based on the above understanding, it can be concluded that work discipline is an attitude, behavior, and actions in accordance with the rules, both written and unwritten, and if it violates there will be sanctions for violations.

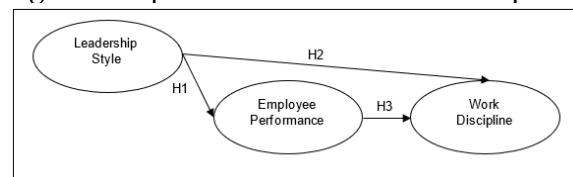
### *Hyphothesis*

Based on this conceptual framework, this study proposes the following hypothesis which is a temporary answer to the problems faced by MTs.N 1 Lamongan.

Hypothesis 1: Leadership style has a significant positive effect on employee performance.

Hypothesis 2: Leadership style has a significant positive effect on work discipline.

Hypothesis 3: Employee performance has a significant positive effect on work discipline.



**Figure 1. Conceptual framework**

The variables used in this study include the independent variable, namely leadership style, the dependent variable, namely work discipline, and the intervening variable, namely employee performance.

## METHODOLOGY

The variables used in this study include the independent variable, namely leadership style, the dependent variable, namely work discipline, and the intervening variable, namely employee performance.

Referring to the leadership style according to Irwan (2019), there are five dimensions used to measure a leadership style, namely: (x1) telling or the ability to tell members what they have to do; (x2) selling or the ability to give thoughts to subordinates about ideas that can be used to complete their work; (x3) participating or the ability to be involved in decision making through actual two-way communication; (x4) delegating or a high level of trust from leaders to subordinates to do their own tasks with little direction; and (x5) rewards or giving gifts or appreciation for tasks that have been carried out.

Referring to Bernadin in 1993 (Risnawati and Suryalena, 2018), there are seven dimensions that can be used to measure employee performance, namely: (x10) the quality of doing a job; (x11) the quantity produced by a job; (x12) the timeliness of completing a job; (x13) effectiveness to complete a job; (x14) independence to do and complete a job; (x15) creativity in doing and completing a job; and (x16) work commitment shown by employees to the organization where they work.

Referring to Susanty (2012), there are five dimensions used to measure work discipline, namely: (x17) the attitude of being on time or the ability of employees to come and go home according to the set time in an orderly and regular manner; (x18) caution in using and maintaining office equipment; (x19) an attitude of responsibility or ability of employees to always complete the tasks assigned to them in accordance with

procedures and be responsible for work results; (x20) obedience to office regulations, such as obedience to employees in wearing office uniforms, using identification cards or identity cards, making permits when not entering the office, etc. in accordance with applicable regulations; and (x21) carry out the tasks assigned to the issuer according to the rules.

The questionnaire in this study was divided into two parts. The first part contains general data on respondents including gender, age, marital status, education level, work division, and years of service. The second part contains questions and an assessment of the superior's leadership style, performance assessment, and work discipline.

The data collection method is done by using a questionnaire method. The questionnaire statements in this study were made using an interval scale using the 10-point Bipolar Adjective technique.

Prior to data analysis, the validity and reliability of the questionnaire used were tested first. To measure the validity, the score of each question item is used which is correlated with the total score of the items in one variable. After the validity and reliability tests were carried out, data analysis was carried out. Data analysis and interpretation are carried out to answer problems that have been formulated and answer hypotheses. In this study, data analysis used Structural Equation Modeling (SEM) with AMOS 21 software. The sample of this study is a study of 105 employees of MTs.N 1 Lamongan.

## DISCUSSION

### *Description of Each Variable*

In this study, there are three variables, namely leadership style, employee performance and work discipline. The

independent variable is leadership style, employee performance intervention variable, and the dependent variable is work discipline.

Furthermore, the data normality test for each variable is carried out according to Figure 2. It can be seen that the data points are around the linear line, so it can be said that the variables follow the normality distribution.

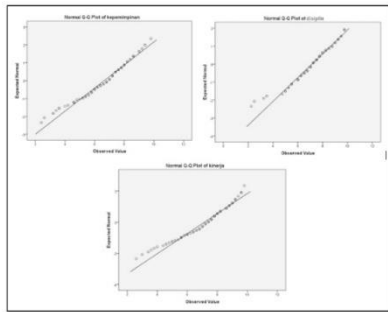


Figure 2. Variable normality plot

*Model Analysis*

Analysis of the data in this study, there are two sub-structures, namely the first substructure shows the influence of leadership style on employee performance, while the second substructure shows the influence of leadership style and employee performance on work discipline. The two substructures can be specified in three ways. Path 1: Shows the effect of leadership style on employee performance.

Track 2: Shows the influence of leadership style on work discipline.

Track 3: Shows the effect of employee performance on work discipline.

Thus, there are two equations according to the two substructures in this study. Each substructure has a dependent variable and an independent variable.

Structural Model 1

Structural model 1 is the relationship between employee performance variables (as the dependent variable) and the

leadership style variable (as the independent variable). The structural equation forms and measurement models are as follows.

$$performance = \gamma_1 leadership + \gamma_2 motivation + z_1$$

Structural Model 2

Structural model 2 is the relationship between the work discipline variable (as the dependent variable) and the leadership style and employee performance variables (as the independent variable). The structural equation forms and measurement models are as follows.

$$discipline = \gamma_3 leadership + \gamma_4 motivation + \gamma_5 performance + z_2$$

The results of processing by SEM can be seen in the following table.

Table 1. SEM Results

Variable		Estimate
Performance	← Leadership	,411
Discipline	← Leadership	,295
Discipline	← Performance	,330
x1	← Leadership	,760
x2	← Leadership	,843
x3	← Leadership	,881
x4	← Leadership	,784
x5	← Leadership	,652
x12	← Performance	,799
x11	← Performance	,800
x10	← Performance	,671
x9	← Performance	,798
x8	← Performance	,741
x7	← Performance	,616
x6	← Performance	,545
x13	← Discipline	,695
x14	← Discipline	,750
x15	← Discipline	,871
x16	← Discipline	,768
x17	← Discipline	,696

From Table 1, the specifications of the exogenous and indogeneous construct measurement models are obtained, as follows.

The first exogenous construct is leadership style

$$x_1 = 0.760 leadership + e_1$$

$$x_2 = 0.843 leadership + e_2$$

$$x_3 = 0.881 leadership + e_3$$

$$x_4 = 0.784 \textit{ leadership} + e_4$$

$$x_5 = 0.652 \textit{ leadership} + e_5$$

Based on Table 1, it can be seen that the loading factor value in the latent variable of leadership, the first indicator is 0.760, the second indicator is 0.843, the third indicator is 0.881, the fourth indicator is 0.784 and the fifth indicator is 0.652. The loading factor value in the latent variable of leadership style is greater than 0.5, so that it meets the convergent validity requirements in SEM analysis with AMOS software.

The first endogenous construct is employee performance

$$x_6 = 0.545 \textit{ performance} + e_6$$

$$x_7 = 0.616 \textit{ performance} + e_7$$

$$x_8 = 0.741 \textit{ performance} + e_8$$

$$x_9 = 0.798 \textit{ performance} + e_9$$

$$x_{10} = 0.671 \textit{ performance} + e_{10}$$

$$x_{11} = 0.800 \textit{ performance} + e_{11}$$

$$x_{12} = 0.799 \textit{ performance} + e_{12}$$

Based on Table 1, it can be seen that the loading factor value in the latent variable of organizational commitment, the first indicator is 0.545, the second indicator is 0.616, the third indicator is 0.741, the fourth indicator is 0.798, the fifth indicator is 0.671, the sixth indicator is 0.800 and the seventh indicator is 0.799. The loading factor value in the latent variable of employee performance is greater than 0.5, so that it meets the convergent validity requirements in SEM analysis with AMOS software.

The second indogeneous construct is work discipline

$$x_{13} = 0.695 \textit{ disciplinary} + e_{13}$$

$$x_{14} = 0.750 \textit{ disciplinary} + e_{14}$$

$$x_{15} = 0.871 \textit{ disciplinary} + e_{15}$$

$$x_{16} = 0.768 \textit{ disciplinary} + e_{16}$$

$$x_{17} = 0.696 \textit{ disciplinary} + e_{17}$$

Based on Table 1, it can be seen that the loading factor value in the latent variable of employee performance, the first indicator is 0.695, the second indicator is 0.750, the third indicator is 0.871, the fourth indicator is

0.768, and the fifth indicator is 0.696. The loading factor value in the work discipline variable is greater than 0.5, so that it meets the convergent validity requirements in SEM analysis with AMOS software.

#### *SEM Assumption Test*

The SEM assumption test includes data normality test, evaluation of outliers, evaluation of multicollinearity and singularity, evaluation of residual values, and reliability and variance extract tests.

The data normality test was carried out using the criteria of critical ratio skewness value and kurtosis value., Where the value of the two ratios which have a value greater than the absolute value of 2.58, means that the data is not normally distributed. From the results of data processing, it was found that there was no C.R. for skewness that is outside the  $\pm 2.58$  range. Thus, the research data used has met the requirements for data normality, or it can be said that the research data has been normally distributed.

#### *Evaluation of Outliers*

Mahalonobis distance is based on the chi-square value of the number of respondents of 105 minus the degree of freedom of 21 (number of indicators) that is 84 at the level of  $p < 0.001$  is  $\chi^2_{(84,0.001)} = 129.8037$  (based on the  $\chi^2$  distribution table ). From the results of data processing, it can be seen that the maximum Mahalanobis distance is 43.340 which is still below the maximum limit of multivariate outliers, namely 129.8037.

#### *Evaluation of Multicolonierity and Singularity*

From the data processing, the determinant value of the sample covariance matrix is Determinant of sample covariance matrix = 7024,128

From the results of this data processing, it can be seen that the determinant of sample covariance matrix is far from zero and greater than zero. Thus it can be said that the research data used is not multicollinearity or singularity.

#### Residual Value Evaluation

At this stage the model interpretation is carried out and modifies the model that does not meet the test requirements. After the model has been estimated, the residuals must be small or close to zero and the frequency distribution of the residual covariants must be symmetrical. If a model has a high residual covariance value, then a modification needs to be considered provided there is a theoretical basis. If it is found that the residual value generated by the model is large enough ( $> 2.58$ ), then another way to modify it is to consider adding a new flow to the estimated model. The processed standardized residual covariances data shows that the data has a small residual.

#### SEM analysis

The next analysis is a full model Structural Equation Model (SEM) analysis, after analyzing the unidimensionality level of the latent variable forming indicators tested by confirmatory factor analysis. Analysis of the results of data processing at the full model SEM stage was carried out by performing a suitability test and statistical test. The results of data processing for the full model SEM analysis are shown in Figure 3.

So that the structural equation can be made as follows.

Substructural 1 as follows.

$$performance = 0.411 leadership + z_1$$

Substructural 2 as follows.

$$discipline = 0.295 leadership + 0.330 performance + z_2$$

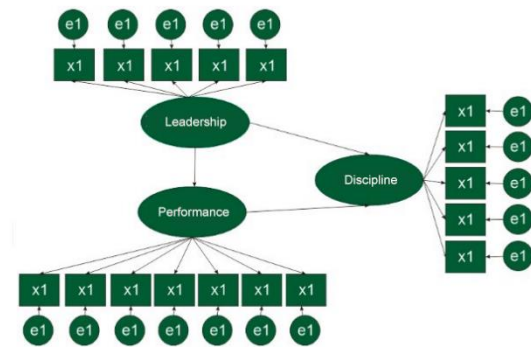


Figure 3. SEM analysis

Based on the structural model equation 1 and 2, it is found that the direct influence of leadership style on work discipline is 0.295, while the indirect effect of leadership style on work discipline through employee performance is  $0.411 \times 0.330 = 0.13563$ . The role of employee performance as an intervening variable in the relationship between leadership style and work discipline is done by using the Sobel test.

The relationship between leadership style and work discipline and employee performance as an intervening variable, the t value of 1.7713 is smaller than the t table of 1.9833, so employee performance cannot be an intervening variable between leadership style and work discipline.

#### Hypothesis testing

Hypothesis 1: Leadership style has a significant positive effect on employee performance.

The estimation parameter for testing the influence of the role of leadership style on employee performance shows a CR value of 3.961 and a probability of \*\*\* (meaning that the probability value is very small). The probability value obtained meets the requirements for acceptance, which is smaller than 0.05. Thus it can be concluded



that the indicators of leadership style will affect employee performance.

Hypothesis 2: Leadership style has a significant positive effect on work discipline. The estimation parameter for testing the influence of the role of leadership style on work discipline shows a CR value of 2.433 and a probability of 0.015. The probability value obtained meets the requirements for acceptance, which is smaller than 0.05. Thus it can be concluded that the indicators of leadership style will affect work discipline.

### CONCLUSION

This study can prove that the leadership style at MTs.N 1 Lamongan has a significant positive effect on employee performance. This study can also prove that the leadership style at MTs.N 1 Lamongan has a significant positive effect on work discipline.

### ACKNOWLEDGEMENT

The author would like to thank the Ministry of Research and Technology (National Research and Innovation Agency of the Republic of Indonesia), because it has been given funding for this scientific article, which is the output of the research of novice lecturers in 2020.

Make conclusions according to your research objectives.

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