



Effect of Leadership Style, Supervision and Work Discipline on Employee Performance of PT Mahesa Bahari International

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ABSTRACT

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The purpose of the study was to test the influence of Leadership Style, Surveillance and Work Discipline on the Performance of Employees of PT Mahesa International Maritime research Method is a quantitative approach, type of research is descriptive and quantitative nature of this research is descriptive explanatory. Methods of data analysis is multiple linear regression analysis. The population in this research is 128 employees and the sample amounted to 94 employees. Sample collection techniques, namely simple random sampling. The calculation results of testing the hypothesis partially and simultaneous Style of Leadership, Supervision and Discipline of Work has positive and significant effect on Employee Performance of PT Mahesa International Maritime Field.

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1. Introduction

Human resources have an important role in determining the success and achievement of company goals. In achieving these goals, resources are required to be able to increase work productivity for the sake of continuity and improvement of performance, income, and profits for the company. With an optimal leadership style and supported by an objective and comprehensive work supervision system and with the role of regular and good employee discipline, it can support effective and efficient employee performance in the company.

Employee performance every important to improve and advance the company's business. Companies need to put employees in the right position so that their performance can be maximized. It is no less important to understand employee performance in order to increase company productivity.

PT Mahesa Bahari Internasional Medan is a company engaged in the shipping freight forwarding sector (EMKL). PT Mahesa Bahari Internasional Medan is a company engaged in domestic and international inter-island shipping services. Based on interviews conducted with several employees at this company, the decline in performance can be seen from the company's monthly targets not being achieved. This is presumably due to employees not having effective and efficient performance in the company which can be seen from the lack of accuracy in carrying out work so that the work results often experience errors and the completion of work is often not on time.

The leadership style of PT Mahesa Bahari Internasional Medan is still unable to encourage or motivate employees to work more actively, effectively, efficiently and maximally in carrying out their duties and responsibilities. In addition, superiors who apply and discriminate against all employees in giving sanctions and assignments. This triggers employees to be dissatisfied with the superiors of PT Mahesa Bahari Internasional Medan.

Lack of strict supervision from superiors causes employees to be negligent and like to delay work. Supervision that is currently happening is not carried out in all divisions, only focused on the finance, marketing and workshop divisions, sometimes supervision hinders employees from working and does not make it easier for employees to work because the supervision has been carried out for quite a long time.

Work discipline plays an active role in decreasing employee performance. Where employees at PT Mahesa Bahari Internasional Medan have low work discipline which can be seen from the level of employee absenteeism and employee delays and the number of employees tend to violate applicable company rules.



2. Literature review

According to Wibowo (2014:79), if leadership is about accelerating and continuing performance, then everyone continuously submits suggestions on how to maintain and improve quality, improve productivity, cut costs and how to do things better is demonstrating leadership. Without leadership, management is flawed. It is management's job to encourage and support the leadership of everyone, not just lower-level managers. If this is not the case the result is always poor performance.

According to Fahmi (2016: 96), supervision in general can be defined as the way an organization achieves effective and efficient performance, and further supports the realization of the organization's vision and mission.

According to Sutrisno (2013:177), employee performance will be realized if employees have a commitment to the organization and are supported by high work discipline. Discipline problems of employees in the organization both superiors and subordinates will give a pattern to organizational performance.

2.1 Hypothesis

Conceptual framework, the hypothesis of this research are:

H1 : Leadership Style on Employee Performance at PT Mahesa Bahari Internasional Medan

H2 : Supervision of Employee Performance of PT Mahesa Bahari Internasional Medan

H3 : Work Discipline on Employee Performance at PT Mahesa Bahari Internasional Medan

H4 : Leadership Style, Supervision and Work Discipline on Employee Performance of PT Mahesa Bahari Internasional Medan

3. Research methods

The research approach used in this study is a quantitative approach. This type of research is a type of quantitative descriptive research. This research is explanatory research. In explanatory research, researchers try to explain or prove the relationship or influence between variables. The population in this study amounted to 128 employees and the sample was 94 employees. The sampling technique used is simple random sampling. Simple random sampling is taking samples from the population at random without regard to the existing strata in the population.

3.1 Identification and Operational Definition of Research Variables

Operational definitions for each dependent variable and independent variable are as follows:

Table 1
Identification & Operational Definition of Research Variables

Research variable	Definition	Indicator	Measurement Scale
Leadership Style (X1)	The process of leading a group and influencing that group to achieve its goals. Source: Robbins and Mary (2013:146)	1. The degree to which the performance of a team or organizational unit is improved and goal attainment is facilitated. 2. Follower attitudes and leader perceptions. 3. The leader's contribution to the quality of the group process 4. The degree to which a person has a successful career as a leader Source: Wibowo (2015:24)	Likert
Work Supervision (X2)	As a process to ensure that organizational and management goals are achieved. Source: Handoko (2012:359)	1. Accurate 2. On time 3. Objective and thorough 4. Economically realistic. 5. Flexible. Source: Handoko (2012:373-374)	Likert
Work Discipline	A force that develops within the employee's body and causes	1. Exemplary leader 2. remuneration	Likert



Research variable	Definition	Indicator	Measurement Scale
(X3)	employees to voluntarily conform to decisions that govern high values of work and behavior. Source: Hamali (2016:215)	3. Waskat 4. Penalty sanction 5. Firmness Source: Hasibuan (2013: 194)	
Employee performance (Y)	The results of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Source: Sedarmayanti (2015: 260)	1. Number of jobs. 2. Quality of Work. 3. Punctuality. 4. Ability to work together. Source: Wake Up (2015:234)	Likert

4. Results and Discussion

4.1 Research Model

The regression model used is as follows:

Table 2.
Multiple Linear Regression Analysis Results

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	.210	2,569		.082	.935
	Leadership Style	.157	.073	.165	2.158	.034
	Work Supervision	.613	.093	.558	6.624	.000
	Work Discipline	.150	.074	.170	2,037	.045

a. Dependent Variable: Employee Performance

Source: Data processed, 2021

$$Y = 0.210 + 0.157 X1 + 0.613 X2 + 0.150 X3 + e$$

- The constant of 0.210 states that if it is not present or constant then the variables of leadership style, work supervision and work discipline are employee performance PT Mahesa Bahari Internasional Medan on of 0.210 units.
- The regression coefficient of the leadership style variable is 0.157 and is positive, this means that if every 1 unit increase in the leadership style variable will increase the employee performance variable. PT Mahesa Bahari Internasional Medan of 0.157 units with the assumption that other variables are constant.
- The regression coefficient of the work supervision variable is 0.613 and is positive, this means that if every 1 unit increase in the work supervision variable will increase the employee performance variable. PT Mahesa Bahari Internasional Medan of 0.613 units with the assumption that other variables are constant.
- The regression coefficient for the work discipline variable is 0.150 and is positive, this means that if every increase in the work discipline variable 1 unit will increase the employee performance variable. PT Mahesa Bahari Internasional Medan of 0.150 units assuming the other variables are constant.

4.2 Hypothesis Determination Coefficient

The following are the results of the coefficient of determination, namely:

Table 3.
Coefficient of Determination Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.726a	.528	.512	5.618

a. Predictors: (Constant), Work Discipline, Leadership Style, Job Supervision
b. Dependent Variable: Employee Performance

Source: Data processed, 2021

Table 3. the results of the coefficient of determination obtained the Adjusted R Square value of 0.512, this means 51.2% of the variation of employee performance variables variabel PT Mahesa Bahari Internasional Medan which can be explained by variations in leadership style, work supervision and work discipline variables while the remaining 48.8% (100% - 51.2%) is explained by other variables not examined in this study, such as promotion, compensation, work motivation and etc.

4.3 Simultaneous Hypothesis Testing (F Test)

The F statistic test basically shows whether all the independent variables included in the model have a simultaneous effect on the dependent variable.

Table 4.
Simultaneous Test (F Test)

Model		ANOVA ^b				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3173,698	3	1057,899	33,513	.000a
	Residual	2841.036	90	31,567		
	Total	6014,734	93			

a. Predictors: (Constant), Work Discipline, Leadership Style, Job Supervision

b. Dependent Variable: Employee Performance

Source: Data processed, 2021

Table 4. degrees of freedom 1 ($df_1 = k - 1 = 4 - 1 = 3$), and degrees of freedom 2 ($df_2 = nk = 94 - 4 = 90$), where n = number of samples, k = number of variables, then the value of F the table at the 0.05 significance level of confidence is 2.71. The test results obtained the calculated $F_{value} (33.513) > F_{table} (2.71)$ and a significance probability of $0.000 < 0.05$, meaning that H_a is accepted and H_o is rejected, namely simultaneously Leadership Style, Supervision and Work Discipline have a positive and significant effect on Employee Performance PT Mahesa Bahari Internasional Medan.

4.4 Partial Hypothesis Testing (t Test)

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

Table 5.
Partial Test (t Test)

Model		Coefficients ^a				
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.210	2,569		.082	.935
	Leadership Style	.157	.073	.165	2.158	.034
	Work Supervision	.613	.093	.558	6.624	.000
	Work Discipline	.150	.074	.170	2,037	.045

a. Dependent Variable: Employee Performance

Source: Data processed, 2021

The ttable value for the probability of 0.05 at degrees of freedom ($df = 94 - 4 = 90$) is 1.987. Thus the results of partial hypothesis testing can be explained as follows:

- a. The results of the calculation of partial hypothesis testing obtained the value of $t_{count} > t_{table}$ or $2.158 > 1.987$ and significant obtained $0.034 < 0.05$, means that H_a is accepted and H_o is rejected, namely partially Leadership Style has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan.



- b. The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $6,624 > 1,987$ and significant obtained $0.000 < 0,05$, means that H_a is accepted and H_o is rejected, that is partially Supervision has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan.
- c. The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $2,037 > 1,987$ and significant obtained $0,045 < 0,05$, means that H_a is accepted and H_o is rejected, namely partially Work Discipline has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan.

4.5 Discussion

The results of the calculation of partial hypothesis testing obtained the value of $t_{count} > t_{table}$ or $2.158 > 1.987$ and significant obtained $0.034 < 0.05$, means that H_a is accepted and H_o is rejected, namely partially Leadership Style has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. According to Wibowo (2014:79), if leadership is about accelerating and continuing performance, then everyone continuously submits suggestions on how to maintain and improve quality, improve productivity, cut costs and how to do things better is demonstrating leadership. Without leadership, management is flawed. It is management's job to encourage and support the leadership of everyone, not just lower-level managers. If this is not the case the result is always poor performance. The leadership style of PT Mahesa Bahari Internasional Medan is still unable to encourage or motivate employees to work more actively, effectively, efficiently and maximally in carrying out their duties and responsibilities. In addition, superiors who apply and discriminate against all employees in giving sanctions and assignments. This triggers employees to be dissatisfied with the superiors of PT Mahesa Bahari Internasional Medan.

The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $6,624 > 1,987$ and significant obtained $0.000 < 0.05$, means that H_a is accepted and H_o is rejected, that is partially Supervision has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. According to Priansa (2016: 96), supervision in general can be defined as a way for an organization to achieve effective and efficient performance and further support the realization of the organization's vision and mission. Lack of strict supervision from superiors causes employees to be negligent and like to delay work. Supervision that is currently happening is not carried out in all divisions, only focused on the finance, marketing and workshop divisions, sometimes supervision hinders employees from working and does not make it easier for employees to work because the supervision has been carried out for quite a long time.

The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $2,037 > 1,987$ and significant obtained $0,045 < 0,05$, means that H_a is accepted and H_o is rejected, namely partially Work Discipline has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. According to Sutrisno (2016:177), employee performance will be realized if employees have a commitment to the organization and are supported by high work discipline. Discipline problems of employees in the organization both superiors and subordinates will give a pattern to organizational performance. Work discipline plays an active role in decreasing employee performance. Where employees at PT Mahesa Bahari Internasional Medan have low work discipline which can be seen from the level of employee absenteeism and employee delays and the number of employees tend to violate applicable company rules.

5. Conclusion

The conclusion from the results of this study is The results of the calculation of partial hypothesis testing obtained the value of $t_{count} > t_{table}$ or $2.158 > 1.987$ and significant obtained $0.034 < 0.05$, means that H_a is accepted and H_o is rejected, namely partially Leadership Style has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $6,624 > 1,987$ and significant obtained $0.000 < 0.05$, means that H_a is accepted and H_o is rejected, that is partially Supervision has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. The results of the calculation of partial hypothesis testing obtained $t_{count} > t_{table}$ or $2,037 > 1,987$ and significant obtained $0,045 < 0,05$, means that H_a is accepted and H_o is rejected, namely partially Work Discipline has a positive and significant effect on Employee Performance at PT Mahesa Bahari Internasional Medan. The test results obtained the calculated F value ($33.513 > F$ table (2.71) and a significance probability of $0.000 < 0.05$, meaning that H_a is accepted and H_o

is rejected, namely simultaneously Leadership Style, Supervision and Work Discipline have a positive and significant effect on Employee Performance PT Mahesa Bahari Internasional Medan

Useful suggestions for this research are to improve an effective and optimal leadership style, an objective employee work supervision system and improve employee work discipline so that it can trigger an increase in employee performance at PT Mahesa Bahari Internasional Medan.

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