



The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance PT. Perkebunan IV Kebun Adolina Nusantara Perbaungan

Suparman¹, Erni², Zetta³, Hobes⁴, Yovie Ernanda⁵

^{1,2,3,4,5}Program Studi Manajemen, Fakultas Ekonomi, Universitas Prima Indonesia

Email : yoviernanda@yahoo.com

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ABSTRACT

This study aims to analyze the influence of leadership style, motivation, and work discipline on employee performance at PT Perkebunan IV Kebun Adolina Nusantara Perbaungan, the study uses a quantitative approach, in collecting data using questionnaires, interviews, and documentation, the population of all employees is 65 people, and The results showed that leadership style, discipline had a positive and significant effect, while the motivation variable had a positive and insignificant effect. Simultaneous testing shows that all variables of leadership style, motivation and work discipline have a positive and significant impact on the performance of PT Perkebunan IV Kebun Adolina Nusantara Perbaungan. While the results of the coefficient of determination show that 25, 4% variation in performance table (Y). Meanwhile, 74.6% are other independent variables that are not explained in this study.

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1. Introduction

Every company, both small companies and large companies, companies engaged in manufacturing and services will try to achieve the goals that have been set previously.

Leadership is expected to play a role in solving all problems that hinder the activities of the business world. But on the other hand, subordinates or employees also want to hear their suggestions, criticisms and opinions. If a leader makes decisions without including or listening to the opinions of employees then we will know what kind of leadership style he is running and vice versa.

Motivation is a very important thing for every leader to pay attention to if they want every employee to make a positive contribution to the achievement of company goals. Work discipline is closely related to the work regulations prepared by the company. Work discipline is closely related to the work regulations prepared by the company. The existing regulations in the company will become a reference for employees to become a common grip as well as to unite and harmonize various individual goals and values adopted by employees. Discipline is useful in educating employees to comply with existing regulations, procedures, and policies so that they can produce good performance.

PT. Perkebunan Nusantara IV Adolina Perbaungan plantation is one of the State-Owned Enterprises (BUMN) plantations throughout Indonesia.

2. Research Method

2.1 Research sites

This research was conducted by the author at PT. Perkebunan Nusantara IV Kebun Adolino which is located at Jalan Medan Cross High Cliff, Batang Terap, Perbaunga District, Bedagai Regency, North Sumatra.



2.2 Research methods

a. Research Approach

According to Sugiyano (2012:7) Quantitative research is research in the form of numbers and analysis using statistics, this research approach is based on a quantitative approach because this research has a clear and orderly flow.

2.3 Types of Research Nature

According to Sujarweni (2015: 49), descriptive research is research conducted to determine the value of each variable, either one variable or independent without making any relationship or comparison with other variables. This type of research is a descriptive type of research. According to Zulganef (2012:11) explanatory research is research that aims to examine the quality of variables that explain a certain phenomenon. The nature of this research is descriptive explanatory.

2.4 Population and sample

a. population

According to Sugiyono (2012:80), population is a generalization area consisting of objects? Subjects who have certain characteristic qualities determined by the researcher to be studied and then drawn conclusions. The population in this study were employees of PTPN IV Adolina as many as 65 people

b. Sample

According to Sugiyanto (2012: 116), the sample is part of the number and characteristics possessed by the population. The sampling technique used is side saturation. By using the entire population as the research sample, the research sample is 65.

c. Data collection technique

According to Sanusi (2011: 105), the sampling technique can be carried out in several ways, such as survey methods, interviews and documentation.

d. Types and sources of data

According to Sanusi (2011:104), the types and sources of data are divided into two, namely primary data and secondary data. Primary data is data that was first recorded and collected by the research while secondary data is data that is already available and collected by the parties.

e. Identification and operational definition of research variables

The identification and operational definition of the research variables can be seen in the table

Table 1

Operational identification and definition

Variable	Operational definition	Indicator	Measurement
Leadership Style	Leadership style is a way that a leader has that shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals According to Muliadi (2015: 150)	1.Ability to make decisions 2.Motivation Ability 3.Communication Ability 4. Ability to control subordinates 5.Responsibility 6. Ability to control emotions According to Kartono (2013: 34)	Likert scale
Motivation	Motivation is a process that describes the intensity, direction, and persistence of individuals to achieve their goals. According to Feriyanto and Triana (2015:71)	1.Material 2. Non Material 3. Combination of material and non material According to Notoadmojo (2015: 28)	Likert scale
Work Discipline	Work discipline can be defined as	1.Aims and abilities	Likert scale



Variable	Operational definition	Indicator	Measurement
Employee performance	<p>the awareness and willingness of a person to obey company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well.</p> <p>According to Hasibuan (2013: 193)</p> <p>Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.</p> <p>According to Mangkunegara (2013: 67)</p>	<p>2.Exemplary leadership</p> <p>3.Justice</p> <p>4. Inherent supervision (waskat)</p> <p>5. Penalty sanction</p> <p>6. Firmness</p> <p>7. Human relations</p> <p>According to Hasibuan (2016: 194)</p> <p>1.Number of Jobs</p> <p>2.Quality of Work</p> <p>3.Cooperation ability</p> <p>According to Bangun(2012: 234)</p>	Likert scale

2.5 Variable Validity and Reliability Test

a. Validity test

Validity according to Sugiyano (2016:177) shows the degree of accuracy -69 between the data that actually occurs on the object and the data collected by the researcher to find the validity of an item, we correct the item score with the total of these items.

The minimum requirement to be considered a valid instrument item is a valid index is the value of the validity index > 0.3 (Sugiyono, 2016: 197). Therefore, all statements that have a correction level below 0.3 must be corrected because they are considered invalid.

b. Reliability test

The reliability test is the extent to which the measurement results using the same object will produce the same data (Sugiyono, 2012:177). The reliability of the questionnaire in this study used the split half method. The items were divided into two groups, namely the odd item group and the even item group.

Then each group of item scores of each item is added up to produce a total score. If the correction is 0.7, it is said that the item provides a sufficient level of reliability, on the contrary, if the correlation is below 0.7, it is said that the item is less reliable.

2.6 Classic assumption test

a. Normality test

According to Ghonzali (2016) the normality test is carried out to test whether in a regression modal, an independent variable and a dependent variable or both have a normal or abnormal distribution.

b. Multicollinearity Test

According to Ghozali (2016), the multilinearity test aims to determine whether the regression model is determined by the correlation between independent variables or independent variables.

c. Heteroscedasticity Test

According to Ghozali (2016), this test aims to determine whether in a regression model there is an inconvenience of variance from the patient in one observation to another observation.

2.7 Research Data Analysis Model

a. Research Model

The data analysis model in this study is multiple linear regression analysis (multiple regression).

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

b. Coefficient of determination

According to Kurniawan and Yuniarto (2016) adjusted R square is denoted by R2 which is the corrected coefficient of determination value that adjusts R2 by dividing each sum of square by its respective degrees of freedom.

c. Hypothesis Testing Simultaneously (Test F)

According to Kurniawan and Yuniarto (2016) the simultaneous test is a test of all independent variables as a whole and simultaneously in a capital in this study Fcount will be compared with Ftable at the significance level (a) = 5%. The hypothesis research criteria in this F test are:

Ho is accepted if Fcount < Ftable for a significant level a = 5%

Ha is accepted if Fcount > Ftable for significant level a = 5%

d. Special Hypothesis Testing (T Test)

According to Kurniawan and Yuniarto (2016) the test is used to see the effect of each independent variable individually on the dependent variable. In this study the value of Tcount, will be compared with the value of ttable, with the decision making criteria are:

Ho is accepted if tcount < tcount < (with a significant level of a = 5%)

Ha is accepted if tcount, < - ttable or tcount > ttable with a significant level of a = 5 CHAPTER III

3. Results and Discussion

3.1 Descriptive Statistical Analysis

Statistical analysis will explain the value of n as the research sample, the minimum value as the lowest value, the maximum value as the highest value, the mean as the average value and standard deviation.

Table 2

Descriptive Statistical Analysis					
	N	Minimum	Maximum	mean	Std. Deviation
LEADERSHIP	60	29,00	58.00	42,2000	6,83411
MOTIVATION	60	31.00	60.00	42.0333	6.81963
DISCIPLINE	60	20.00	40.00	28.4667	6,27469
PERFORMANCE	60	20.00	40.00	31.1167	5.53293
Valid N (listwise)	60				

Source: Research Results (2021)

The results of SPSS will explain the value of the four variables tested in descriptive statistical analysis, namely the variables of leadership, motivation, discipline and employee performance.

Leadership variable (X1) has a value of 60 respondents, a minimum of 29.00 times. While the maximum value is 58.00 times. while the mean value is 42.2000 with a standard deviation of 6.83411.

Motivation variable (X2) has a value of 60 respondents, a minimum of 31.00 times. while the maximum value is 60,000 times, while the mean value is 42.0333 with a standard deviation of 6.81963.

The Discipline Variable (X3) has a value of 60 respondents, a minimum of 20.00 times. while the maximum value is 40,000 times, while the mean value is 28.4667 with a standard deviation of 6.27469.

Performance variable (Y) has a value of 60 respondents, a minimum of 20.00 times. while the maximum value is 40,000 times, while the mean value is 31.1167 with a standard deviation of 5.53293.

3.2 Classic Assumption Test Results Hasil

Classical assumption test used in this study consisted of normality test, multicollinearity test, heteroscedasticity test.

a. Normality test

The normality test will be explained using a histogram graph and a normal pp plot graph.



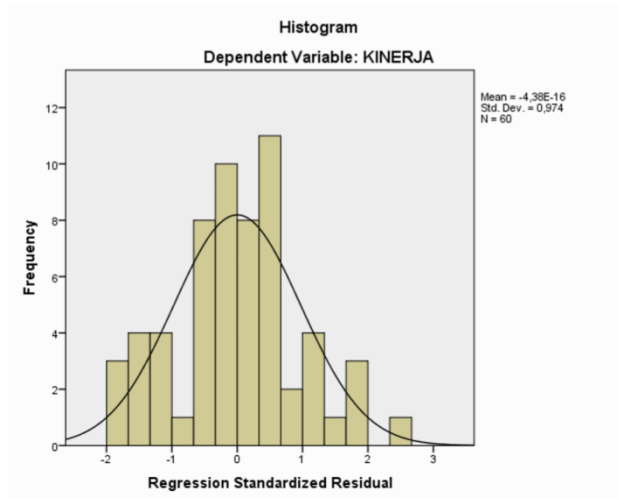


Fig 1 Histogram Graph

Source: Research Results (2021)

The histogram graphic model in Fig above shows that the data moves parallel to form an inverted U, deviates to the left and right, thus fulfilling the assumption of normality.

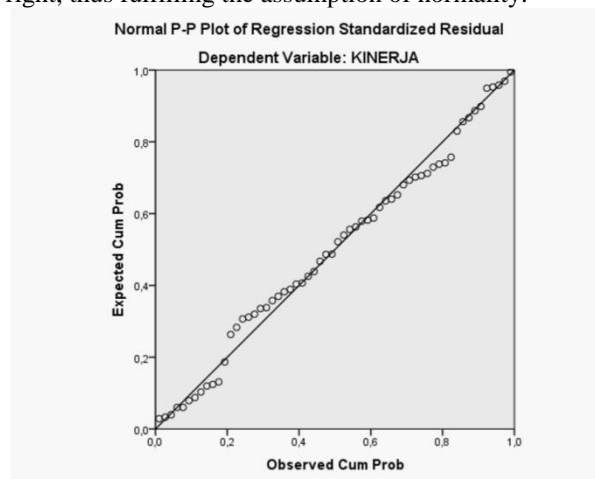


Fig 2 PP Plot Normal Graph

Source: Research Results (2021)

The graph model shows that the data spreads along the direction of the diagonal line and has met the assumptions of the normality test. In the next test using statistics using the one sample Kolgomorov Smirnov test.

Table 3
Kolgomorov Smirnov . One Sample Test

		Unstandardized Residual
N		60
Normal Parameters, b	mean	0E-7
	Std. Deviation	4,65545315 ,070

		Unstandardized Residual
	Absolute	
Most Extreme Differences	Positive	0.070
	negative	-,069
Kolmogorov-Smirnov Z		,546
asympt. Sig. (2-tailed)		,927

- a. Test distribution is Normal.
- b. Calculated from data.

Source: Research Results (2021)

Based on the results of the one sample Kolgomorov Smirnov test by taking into account the value of the Asymp sig (0.927 > 0.05), it can be stated that the data has a normal distribution.

b. Multicollinearity Test

Table 4
Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
	,911	1.097
LEADERSHIP	,878	1.139
MOTIVATION		
1 DISCIPLINE	,901	1,110

- a. Dependent Variable: PERFORMANCE
- Source: Research (2021)

From the results of the variable test above, it shows that the tolerance value for leadership is 0.911 > 0.1, motivation is 0.878 > 0.1 and discipline is 0.901 > 0.1 while the VIF value for leadership is 1.097 < 10, motivation is 1.139 < 10 and discipline of 1,110 < 10 that there is no correlation between competence, motivation and work environment.

c. Heteroscedasticity Test

Heteroscedasticity test was carried out to see the residual variance value from one observation to another observation. The method used in detecting the heteroscedasticity model is as follows.

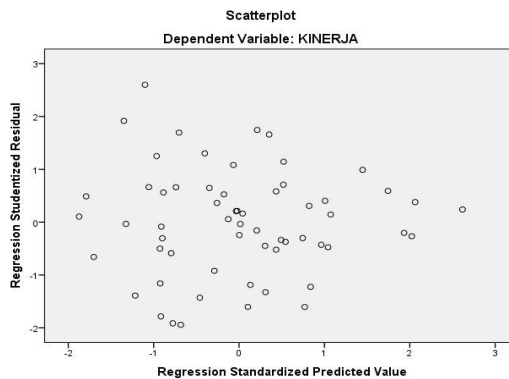


Fig 3 Scatterplot Heteroscedasticity Test
Source: Research Results (2021)



The test results on the scatterplot graph show that the data is spread out and does not form a regular pattern (random) so it can be concluded that the data is declared to have no heteroscedasticity symptoms. For the next step, a statistical glejser test was carried out to see the understanding. Basic understanding that can be given if the value is greater than 0.05 then it is declared feasible in the test used.

Table 5
Glejser Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	9.098	3,020			
	LEADERSHIP	-.019	0.057	-.044	3.012 -.327	,004 ,745
	MOTIVATION	-.047	0.058	-.111	-.808	,422
	DISCIPLINE	-.096	,062	-.208	-1,535	,130

a. Dependent Variable: RES2

Source: Research Results (2021)

After testing from SPSS, each variable has a value greater than 0.05 for its significant value. The leadership variable is $0.754 > 0.05$, motivation is $0.422 > 0.05$, discipline is $0.130 > 0.05$. So it can be concluded from the results that there are no heteroscedasticity symptoms that occur and have met the criteria for the classical assumption test.

3.3 Research Data Analysis Results

a. Research Model

The results of this analysis will explain the value of the multiple linear regression used in table B in the following SPSS results:

Table 6
Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	8,388	5.068			
	LEADERSHIP	,202	,095	,249	1,655 2,117	,104 ,039
	MOTIVATION	,139	,097	,172	1,429	,158
	DISCIPLINE	,294	,104	,333	2,811	,007

a. Dependent Variable: PERFORMANCE

Source: Research Results (2021)

$$Y = 8.388 + 0.202 X_1 + 0.139 X_2 + 0.294 X_3 + e$$

The explanation of multiple linear regression above is:

- 1) The constant of 8.388 states that if there is no or constant then the variables of leadership, motivation and discipline on employee performance are 8.3881 units.
- 2) The leadership coefficient value is 0.202 and is positive, this means that if every 1 unit increase in the competency variable, the employee's performance will be 0.202 assuming other variables do not change.
- 3) The value of the motivation coefficient is 0.139 and is positive, this means that if every 1 unit increase in the motivation variable will increase employee performance by 0.139, assuming other variables do not change.

4) The discipline coefficient value is 0.294 and is positive, this means that if every 1 unit increase in the physical work environment variable will increase employee performance by 0.294 assuming other variables do not change.

b. Hypothesis Determination Coefficient

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

Table 7
Coefficient of Determination Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,540a	,292	,254	4.77853

a. Predictors: (Constant), DISCIPLINE, LEADERSHIP, MOTIVATION

Source: Research Results (2021)

Table 7, the results of the coefficient of determination obtained the Adjusted RSquare value of 0.254, this means that 25.4% of the performance variables can be explained by variations in the leadership, motivation and discipline variables while the remaining 74.6% (100% - 74.6%) is explained by other variables not examined by this study.

c. 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 8
Simultaneous Test (F Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	527,462	3	175.821	7,700	,000b
Residual	1278,721	56	22.834		
1 Total	1806.183	59			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, LEADERSHIP, MOTIVATION

Source: Research Results (2021)

Table 8 degrees of freedom 1 (df1) = k - 1 = 4-1 = 3, and degrees of freedom 2 (df2) = nk = 604 = 56, where n = number of samples, k = number of variables, then the value of F table at level the 0.05 significance confidence is 2.77. The test results obtained the calculated F value (7.700) > F table (2.77) and a significance probability of 0.000 < 0.05, meaning that Ha is accepted and Ho is rejected, namely simultaneously Leadership, Motivation Center and Discipline have a positive and significant effect on employee performance at PT Abdya Furniture Center

d. 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 9
Partial Test (t Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,388	5.068		1,655	,104
1 LEADERSHIP	,202	,095	,249	2,117	,039
MOTIVATION	,139	,097	,172	1,429	,158
DISCIPLINE	,294	,104	,333	2,811	,007

1a. Dependent Variable: PERFORMANCE

Source: Research Results (2021)

The ttable value for the probability of 0.05 at degrees of freedom (df) = 60 – 4 = 56 is 1.672. The results of partial hypothesis testing can be explained as follows:

- 1) The results of partial hypothesis testing obtained a tcount value of 2.117 > 1.627 and a significant obtained 0.039 < 0.05, meaning that Ha is accepted and Ho is rejected, namely partially Leadership has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Kebun Adolina Nusantara Perbaungan,
- 2) The results of the calculation of partial hypothesis testing obtained tcount 1.429 > 1.627 and significant obtained 0.158 > 0.05, meaning that Ha is accepted and Ho is rejected, namely partially motivation has a positive and insignificant effect on employee performance at PT Perkebunan Nusantara IV Kebun Adolina Nusatara Perbaungan.
- 3) The results of the calculation of partial hypothesis testing obtained tcount 2.811 > 1.627 and significant obtained 0.007 < 0.05, meaning that Ha is accepted and Ho is rejected, namely partially discipline has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Kebun Adolina Nusatara Perbaungan

3.4 Discussion of Research Results

a. The Effect of Leadership on Performance

After going through the entire research process, it can be concluded that the proposed hypothesis can be declared true and become the main research result that has been submitted to the company. The results of the study indicate that the value of tcount is greater than ttable (2.117 > 1.627). H1 is declared true. Leadership has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Kebun Adolina Nusatara Perbaungan

In the previous research by Aurelia (2013), entitled leadership, motivation, and work motivation, their influence on employee performance at the Regional Office of the Directorate General of State Assets, North Sulawesi and Maluku, Manado. The results showed that leadership had a positive and significant effect on employee performance.

b. The Effect of Motivation on Performance

After going through the entire research process, a final conclusion can be drawn that the hypothesis proposed at the beginning is declared correct and becomes the main research result that has been submitted to the company. The results of the study indicate that the value of tcount is smaller than ttable (1,429 > 1,627). H2 stated that motivation has a positive and insignificant effect on employee performance at PT Perkebunan Nusantara IV Kebun Adolina Nusatara Perbaungan.

In a previous study by Indra (2019) entitled The Influence of Leadership, motivation, and employee performance training. The results showed that motivation had a positive and insignificant effect on performance.

c. The Effect of Discipline on Performance

After going through the entire research process, a final conclusion can be drawn that the hypothesis proposed at the beginning is declared correct and becomes the main research result that has been submitted

to the company. The results of the study indicate that the value of t_{count} is greater than t_{table} ($2,811 > 1,627$). H_3 is declared true. Discipline has a positive and significant effect on employee performance at PT PT Perkebunan Nusantara IV Kebun Adolina Nusantara Perbaungan.

In a previous study by Astadi (2016) entitled the effect of work discipline on employee performance at the basic social service bureau of the regional secretariat of West Java province, the results showed that work discipline had a positive and significant effect on employee performance.

d. **Influence of Leadership, Motivation, and Discipline on Performance**

Simultaneous test results can be seen that the value of F_{count} is 7.700 while F_{table} is 2.77 from the results of $F_{count} > F_{table}$ and a significance of $0.000 < 0.005$ so that H_0 rejects and H_a is accepted, it shows that leadership, motivation, and work discipline have a positive and significant influence on employee performance of PT Perkebunan Nusantara IV Kebun Adolina Nusantara Perbaungan.

Agree with the results of research by Yanti (2014) which proves all variables have a significant influence on employee performance.

4. **Conclusion**

Based on the results of the analysis and also the discussion of the results of the research that has been carried out, a conclusion can be drawn below.

- Partially the results that can be obtained and concluded that the independent variable or independent Leadership Style (X1) has a positive and significant effect on employee performance at PT Perkebunan IV Kebun Adolina Nusantara Perbaungan.
- Partially the results that can be obtained and concluded that the independent variable or independent motivation (X2) has a positive and insignificant effect on employee performance at PT Perkebunan IV Kebun Adolina Nusantara Perbaungan.
- Partially the results that can be generated and concluded that the independent variable or discipline (X3) has a positive and significant effect on employee performance at PT Perkebunan IV Kebun Adolina Nusantara Perbaungan.
- Simultaneously that shows if the leadership style variable. Motivation and work discipline have a positive and significant influence on the performance of employees of PT. Plantation IV Andolina Nusantara Perbaungan Plantation.

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