



# The Effect of Leadership and Discipline on Employee Performance in KOI the' North Jakarta Region

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## ARTICLE INFO

## ABSTRACT

### Article history:

Received: August 12, 2021  
Revised: September 17, 2021  
Accepted: October 10, 2021

### Keywords:

Leadership  
Discipline  
Employee Performance.

The purpose of this study was to analyze and examine the effect of (1) leadership on employee performance, (2) discipline on employee performance, and (3) leadership on discipline. The method used is a quantitative method. The sample in the study was 100 respondents with the selection of samples by random sampling. The technique of collecting data is by interviewing and distributing questionnaires through google form. The data analysis technique in this study uses Partial Least Square (PLS) which is processed with the help of Smart PLS software. The result of this study prove that (1) leadership has a positive and significant effect on employee performance. If the leadership has increased, the employee performance will increase, (2) discipline has a positive and significant effect on employee performance. If discipline improved, employee performance will also increase, and (3) leadership has a positive and significant on discipline. The better of leadership so discipline of employee will increase.

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## 1. Introduction

In an organization, human resource empowerment needs to be done continuously so that employees are able to improve their performance. Employee or employee performance is the result of work carried out based on accountability which is characterized by output in quality and quantity as an achievement achieved for the expected goals [1]. Performance shows as a work achievement shown by employees to get better work results than before [2]. So it can be said that performance is an achievement shown by employees in carrying out their responsibilities according to standards that organizational goals are achieved. Employee activities in carrying out their work describe the extent to which the employee is trying to achieve the target optimally.

The results of previous studies indicate that the increasing number of employee delays, leaders who lack motivation so that employees do not carry out or implement company regulations properly and lack of firmness in the rules against sanctions given to violators of company regulations. This is due to the lack of exemplary leadership, unclear legal sanctions [3]. This is supported by previous research which shows that there is an influence of leadership and work discipline on employees performance [4]. Every employees in addition to having experience, skills and abilities and also have work discipline and high motivation so that employees have good performance and the company's performance will also increase.

KOI The' is a company engaged in the beverage sector, one of which is located in the North Jakarta area. The phenomenon felt by employees is that there is still an element of seniority in the work environment and there is no award for outstanding employees for the performance achieved. In addition, the demands of work, pressure and workload given by the company are quite a lot. Another phenomenon is that there are no strict sanctions from superiors to employees who are late.

Based on this description, researchers are interested in conducting research on employee performance at KOI The' North Jakarta which is influenced by leadership and discipline. The purpose of this study was to



analyze and examine the effect of (1) leadership on employee performance, (2) discipline on employee performance, and (3) leadership on discipline.

## 2. Method

In this research, the method used is quantitative method. Quantitative methods can be interpreted as research methods based on the philosophy of positivism, which are used in certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical which aims to provide an overview and test established hypotheses [10]. The sample in the study was 100 respondents with random sampling. The technique of collecting data is by interviewing and distributing questionnaires through google form. The data analysis technique in this study uses Partial Least Square (PLS) which is processed with the help of Smart PLS software. For the relationship between variables can be seen in the image below.

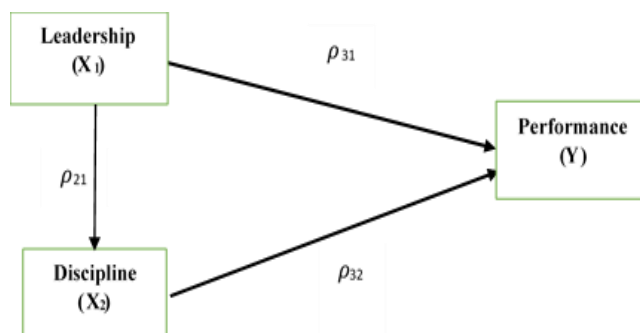


Fig 1. The relationship between variables

## 3. Result and Discussion

Based on table 1, it can be seen that the Average Variance Extracted (AVE) value is greater than 0.5 so that there is no convergent validity problem in the model being tested.

Table 1

Output Average Variance Extracted (AVE)	
Variable	AVE value
Leadership (X <sub>1</sub> )	0,658
Discipline (X <sub>2</sub> )	0,600
Employee Performance (Y)	0,733

Source: data processed with SmartPLS, 2021

Since there is no problem in the convergent validity test, the next step is to test the discriminative validity by comparing the square root value (Cr<sup>2</sup>) of the AVE to be greater than the correlation value between latent variables.

Table 2

Output Discriminant Validity			
Variable	Leadership	Discipline	Employee Performance
Leadership (X <sub>1</sub> )	0,811		
Discipline (X <sub>2</sub> )	0,762	0,774	
Employee Performance (Y)	0,628	0,635	0,856

Source: data processed with SmartPLS, 2021

Based on table 2 above, it shows that the value of the square root of AVE (0.811; 0.774; and 0.856) is greater than the correlation of each construct. Thus, it can be said that there is no problem in the discrimination validity test.

**Table 3**  
Output Reliability Test and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Leadership (X <sub>1</sub> )	0,870	0,905
Discipline (X <sub>2</sub> )	0,836	0,882
Employee Performance (Y)	0,878	0,916

Source: data processed with SmartPLS, 2021

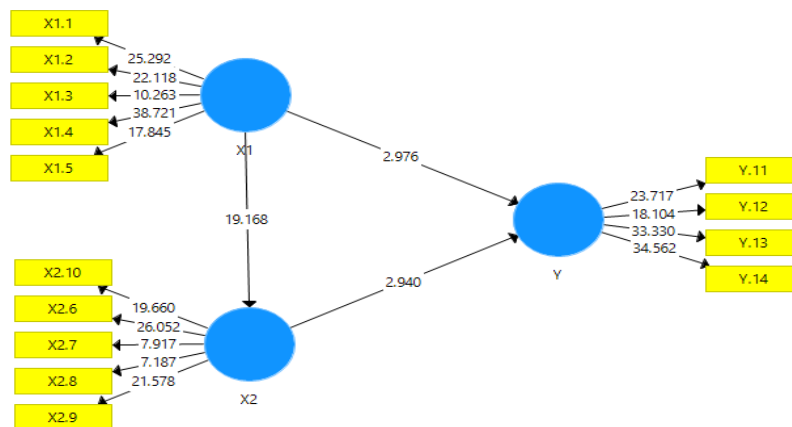
Table 3 proves that all variables in this study are reliable with Cronbach's Alpha and Composite Reliability values greater than 0.6. Thus, if the research instrument item is used twice to measure the same symptoms, it will provide relatively consistent measurement results. Before testing the hypothesis, it is known that the ttable value for the 95% confidence level ( $\alpha = 0.05$ ) and the degrees of freedom ( $df = n-3 = 100-3 = 97$ ) is 1.6607. Hypothesis testing for each effect of latent variables is shown as follows:

**Table 4**  
Hypothesis Test Result

Effect Between Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P values
X <sub>1</sub> → Y	0,342	0,342	0,115	2,976	0,003
X <sub>2</sub> → Y	0,374	0,381	0,127	2,940	0,003
X <sub>1</sub> → X <sub>2</sub>	0,762	0,769	0,040	19,168	0,000

Source: data processed with SmartPLS, 2021

In testing the first hypothesis, it can be seen that the influence of leadership (X<sub>1</sub>) on employee performance (Y) is 2,976 > 1,6607, with a significance value of 0,003 less than 0,05 and the estimated value of the original sample shows a positive value of 0,342. This means that leadership has a positive and significant effect on employee performance. In testing the second hypothesis, it is shown that the effect of discipline (X<sub>2</sub>) on employee performance (Y) is 2,940 > 1,6607, with a significance value of 0.003 less than 0,05 and the estimated value of the original sample showing a positive value of 0,374. This means that leadership has a positive and significant effect on employee performance. In testing the third hypothesis, it was found that the influence of leadership (X<sub>1</sub>) on discipline (X<sub>2</sub>) was 19,168 > 1,6607, with a significance value of 0,000 less than 0,05 and the estimated value of the original sample showing a positive value. Thus it can be said that leadership has a positive and significant effect on employee discipline.



**Fig 2.** Path Analysis Model

The results of previous research show that leadership has a positive and significant influence on employee performance [3]. The better the leadership, the employee's performance will increase [11]. So, a leader has an important role in efforts to improve employee performance, especially at KOI The' North Jakarta. Good leadership can move subordinates by providing encouragement to achieve the best performance. In addition to leadership, discipline is also important to be applied in the world of work. The rules made are ways to make employees more organized and orderly. If work discipline increases, performance will also increase. The more disciplined employees are at work, the more their performance will increase [12]. In line with the results of research which says the better the employee's work discipline, the



employee's performance will also be good [13]. In other words, discipline has a positive effect on employee performance [14]. It is further explained that an employee is said to have good discipline if the employee has a sense of responsibility for the assigned task [9]. Therefore, employees who violate or are not disciplined must be given sanctions. The goal is for employees to know about the sanctions for violations that apply in the company [15]. This condition indicates that the higher the level of discipline, the higher the performance of the employee.

Based on the explanation above, the second variable namely leadership and discipline has a positive and significant effect on employee performance. A leader must have a second attitude so that employees are more motivated and assess to improve better performance. The more precise the leadership style applied by the leader and the level of employee discipline so the employee's performance will be better [16].

#### 4. Conclusions

From the results and discussions that have been stated, it can be concluded as follows:

- a. Leadership has a positive and significant impact on employee performance. If the leadership has increased, the employee's performance will increase.
- b. Discipline has a positive and significant effect on employee performance. If discipline is improved, employee performance will also increase.
- c. Leadership has a positive and significant effect on discipline. The better of the leadership, so the discipline of employee will increase.

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