

Employee Performance Enhancement of PT Suraco Jaya Abadi Motor Palopo

¹S Salju

Abstract--*This study aims to determine the effect of work discipline and leadership style on the performance of employees of PT. Suraco Jaya Abadi Motor Palopo. This study consists of 3 variables, namely work discipline (X1), leadership style (X2), and Performance (Y). This research method uses the method of observation or direct observation and questionnaires. The population of this study was all employees of PT. Suraco Jaya Abadi Motor Palopo, numbering 40 people. All populations are sampled (census). The questionnaire was used as a primary data collection tool. Data analysis used multiple correlations with the help of SPSS. The results of this study indicate that work discipline and leadership style have a positive and significant influence on employee performance.*

Key words--*Work Discipline, Leadership Style, Performance*

I. INTRODUCTION

Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to obey all company regulations and social norms that apply (Rivai, 2004: 367).

Discipline is one's awareness and willingness to obey all company regulations and social norms that apply (Hasibuan 2004: 267). Based on the above understanding it is concluded that work discipline is an attitude, behavior, and actions that are by regulations both written and unwritten, and if there is a sanction for violation there will be sanctions.

The work discipline of a subordinate / employee of a company/organization depends on the ability of a leader through his leadership style to influence his subordinates/employees to act according to what is desired and expected of a leader to carry out their duties properly and on time. Research conducted by Aires Susanti et al (2012), shows that work discipline has a positive and significant effect on the performance of employees of PT. PLN (Persero) APD Semarang. In line with research conducted by Billy Tamarinda et al (2017), shows that work discipline has a positive and significant effect on the performance of employees of PT. BNI Branch Bank Manado.

Leadership style (*leadership style*) is a way for leaders to influence other people or subordinates in such a way that the person wants to do the will of the leader to achieve organizational goals even though personally it may not be liked (Luthans, 2002: 575).

Leadership has a strong positive effect on performance, also has a significant effect on organizational learning. This finding gives a signal that the leadership style of a leader is very influential on the performance of

¹Muhammadiyah University Palopo, Palopo, Indonesia, E-mail: saljusanuddin68@gmail.com

his subordinates, in addition to getting good performance it is also necessary to provide learning to his subordinates.

Research conducted by Bryan Johannes Tampi (2014: 23), shows that leadership style has a positive effect on the performance of employees of PT. BNI Manado Branch. In line with research conducted by Endang Kartika Sari et al (2016: 30), shows that the leadership style has a positive and significant effect on the performance of PD employees. BKK Attached to Demak Regency. Different research conducted by Dewi Sandi Trang (2012: 20), shows that the leadership style has a positive but not significant effect on the performance of BPKB North Sulawesi representative employees.

Transformational leaders articulate a vision, inspire followers and motivate followers, and create a favorable climate for organizational change (Weicrich & Koonts 2005: 234).

Transformational leadership conveys vision, provides inspiration and motivation for followers and creates a favorable climate for organizational development. Followers will feel trust, pride, admiration, loyalty, and respect for leaders and they are motivated to do more than was originally expected of them. Transformational leadership calls for moral values from followers in their efforts to increase their awareness about ethics and to mobilize their energy and resources to reform institutions (Mifta Thoha, 2007: 312). Meanwhile, Hersey, Blanchard, and Johnson (in Wibowo, 2007: 75) formulated seven performance factors that affect performance and were formulated with the ACHIEVE acronym.

A - Ability (knowledge and skill)

C - Clarity (understanding or role perception)

H - Help (organizational support)

I - Incentive (motivation or willingness)

E - Evaluation (coaching and performance feedback)

V - Validity (valid and legal personnel practices)

E - Environment (environmental fit)

The opinions expressed by Hersey, Blanchard, and Johnson above actually have in common with the three opinions that have been stated previously. The difference is that Hersey, Blanchard, and Johnson view that the factors that affect performance are all aspects of the organization, and even performance can be influenced by factors outside the organization.

Other opinions about factors that affect performance, among others, were stated (Armstrong and Baron 1998: 16), namely (1) *personal factors*, indicated by the level of knowledge and skills, competencies possessed, motivation, and individual commitment, (2) *leadership factors*, determined by the quality of encouragement, guidance, and support by managers and, (3) *team factors*, shown by the quality of support provided by colleagues, (4) *system factors*, indicated by the work systems and facilities provided by the organization, and (5) *contextual/situational factors*, shown by the high pressure and changes in the internal and external environment, this last opinion seems to summarize some opinions about performance factors. Thus, the five factors that influence a person's performance are explained in more depth in the following description.

The success of an organization is largely determined by the group or team in the organization. The definition of a group or team, that is two or more individuals who interact and are interdependent, who join

together to achieve goals. A working group is a group that mainly interacts for various information and makes decisions to help each member perform in his area of responsibility. Working groups generate positive energy through coordinated efforts. Their efforts produce a level of performance that is greater than the number of individual inputs (Sopiah, 2008: 31).

The performance of each employee also depends greatly on the managerial ability of management to lead all workers, coordinate all their activities, and create a conducive work climate. Leadership is the core of management. Every leader, including the unit leader at the lowest level, is required to be able to communicate effectively to all subordinates to grow their motivation, as well as to communicate with all relevant ages to get their support. Performance is seen from the origin of the word is, translation of performance which means work results or work performance. And in a simple sense, the performance is the result of organizational work, which is done by employees as well as possible by the instructions, direction given by the leader (manager), competence and ability of employees to develop their reasoning at work.

In connection with the description above, the researchers chose the research title "Efforts to Increase Employee Performance on PT. Suraco Jaya Abadi Motor Branch of Palopo through work discipline and leadership style".

II. RESEARCH METHODS

Type of research

This type of research is a quantitative research that is classified into basic research (*basic research*), while based on the level of naturalness, this research method can be grouped into survey research methods (Sugiyono, 2012: 4).

Research

The focus of this research is the researcher wants to know the relationship between employee work discipline and leadership style about employee performance with case studies at PT. Suraco Jaya Abadi Motor Branch of Palopo.

The operational definition

Discipline is an ideal situation in supporting the implementation of tasks according to the rules to optimize the work of employees of PT. Suraco Jaya Abadi Motor Branch of Palopo. Leadership style is a way for leaders to utilize the power available to direct PT. Suraco Jaya Abadi Motor Branch of Palopo.

Performance is the result of work achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve the goals of the organization concerned legally and not in violation of the law and accordance with morals and ethics.

Indicators

Work discipline

According to Hasibuan (2010) indicators of work discipline include the following: a) Comply with all company regulations; b) Effective use of time; c) Responsibilities in work and duties; d) Level of the absence of

Leadership style

The Leadership Style indicator According to Kartono (2008) states as follows: a) The ability to make decisions; b) Ability to motivate; c) Communication skills; d) Ability to control subordinates; e) Responsibility; f) The ability to control emotionally.

Performance indicators

The indicators of employee performance according to Mas'ud (2004) are as follows: quality, quantity, timeliness; effectiveness, independence.

Data collection techniques

Data collection techniques used in this study were direct research using a questionnaire that was distributed to all respondents (employees of PT. Suraco Jaya Abadi Motor, Palopo Branch as many as 40 people).

Data analysis

Validity and Reliability Test

To test the validity of the author's instrument using the SPSS version 21 application. A validity test is carried out using a significance test that compares the calculated r-value with the r-value table. assessment criteria use a *degree of freedom* (df) = nk where n is the number of samples and k is the number of constructs (variables). In this case the magnitude df = 40-3 or df = 37 with alpha 0.05 obtained r_{table} 0.316; if r_{count} (for each question item can be seen in the corrected item question total correlations column) is greater than r_{table} and the value of r is positive, then the question item is said to be valid.

Table 1. Validity

Variable	Item Questions	Corrected Item Total Correlation	r table	Description
X1	DK1	0.798	0.316	Valid
	DK2	0.643	0.316	Valid
	DK3	0.745	0.316	Valid
	DK4	0.668	0.316	Valid
	DK5	0.440	0.316	Valid
	DK6	0.320	0.316	Valid
	DK7	0.485	0.316	Invalid
	DK8	0.543	0.316	Valid
X2	GK1	0.628	0.316	Valid
	GK2	0.742	0.316	Valid
	GK3	0.520	0.316	Valid

	GK4	0.331	0.316	Valid
	GK5	0.672	0.316	Valid
	GK6	0.636	0.316	Valid
	GK7	0.659	0.316	Valid
	GK8	0.732	0.316	Valid
	GK9	0,646	0,316	Valid
	GK10	0,625	0,316	Valid
Y	KN1	0.779	0.316	Valid
	KN2	0.762	0.316	Valid
	KN3	0.649	0.316	Valid
	KN4	0.775	0.316	Valid
	KN5	0.579	0.316	Valid
	KN6	0.667	0.316	Valid
	KN7	0.433	0.316	Invalid
	KN8	0.774	0.316	Valid
	KN9	0.569	0.316	Valid

Source: results of SPSS data processing 21.0 (2018)

Reliability tests are carried out on valid statements to determine the extent to which measurement results remain consistent when repeated measurements are made on the same group with the same measurement tools. This statistical technique is used for testing with Cronbach's Alpha coefficient with the help of SPSS 21 Software. Cronbach's Alpha is a reliability test for alternative answers to more than two. In general, an instrument is said to be reliable if it has a Cronbach's Alpha coefficient > 0.6. If the Cronbach's alpha value > 0.60, it is said to be reliable (Ghozali, 2006: 57). The reliability test results can be seen in the following table:

Table 2. Reliability test

Variables Research	Cronbach's Alpha	R standard	Explanation
Work discipline	0,700	0,60	Reliable
Leadership Style	0,817	0,60	Reliable
Performance	0,807	0,60	Reliable

Source: results of SPSS data processing 21.0 (2018)

Multiple linear regression analysis

To find out the extent of the effect of work discipline (X1), leadership style (X2) on employee performance (Y) multiple linear regression model is used. The results of calculations using the SPSS 2.1 application, as follows:

Table 3. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,548	4,645		1.410	.167
	X1	.539	.164	.436	3283	.002
	X2	.417	.133	.417	3142	.003

Source: data processing SPSS 21.0

From the above table can be composed of multiple linear regression equation as follows:

$$Y = 6.548 + 0,539X_1 + 0.417X_2 \tag{1}$$

Based on the above equation it can be explained through the following explanation:

a = constant value of 6.548 shows that if the value of work discipline (X1), leadership style (X2) is constant then the value of employee performance (Y) of 6.548

b₁ = 0.539 shows that if work discipline changes by 0.539, it will have a positive effect on employee performance by one unit in PT. Suraco Jaya Abadi Motor Branch of Palopo.

b₂ = 0.417 shows that if the leadership style changes by 0.417, it will positively influence the performance of employees at PT. Suraco Jaya Abadi Motor Branch of Palopo.

Analysis The coefficient of determination (R²)

Analysis of the coefficient of determination is used to determine how much percentage of the effect of variable labor discipline and with the same leadership style on employee performance. The results of the analysis of the coefficient of determination can be seen in the following table:

Table 4. R Square (R^2)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1.	.763 ^a	.583	.560	2,856

Source: results of SPSS data processing 21.0 (2018)

R Square value of 0.583 means that work discipline and leadership style together have an influence of 58.3% on employee performance, while the remaining 41.7% is influenced by other variables or variables not examined in this study, or R Square values more close to 1 so that it can be concluded that the contribution of the independent variable to the dependent variable is 0.583.

The T-test (Partial Test) and F-test (Simultaneous) (2)

The T-test is used to test whether there is an influence between the independent variables on the dependent variable. T-test results can be seen in the output *coefficients* of the results of the following linear regression analysis.

Table 5. Test - t

Model		unstandardized coefficients		Coefficients Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,548	4,645		1.410	.167
	X1	.539	.164	.436	3.283	.002
	X2	.417	.133	.417	3.142	.003

Source: results of data processing SPSS 21.0 (2018)

From the results of the t-test, it can be discussed the hypotheses following:

H1 = Work discipline has a positive effect on employee performance based on the t-test, it is found that the t value is 3,283 with a significant level of 0.002, because the significant level is smaller than 0.05, it is partially the independent variable (work discipline) has a positive and significant effect on the dependent variable (employee performance) thus the hypothesis is accepted.

H2 = leadership style has a positive effect on employee performance based on the t-test, the results show that the t value of 3.142 with a significant level of 0.003, because the significant level is less than 0.05, partially the independent variable (leadership style) has a positive and significant effect on the dependent variable (Employee performance is thus accepted).

The f test is used to test the significant level of regression coefficients of the independent variables (work discipline and leadership style) simultaneously on the dependent variable (employee performance). The results of the f test can be seen in the output *coefficients* of the results of multiple linear regression analysis following:

Table 6. Test - f

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	421 255	2	210 627	25 829	.000 ^b
	Residual	301 720	37	8155		
	A total of	722,975	39			

Source: results of SPSS data processing 21.0 (2018)

Based on the f test, the results show that the calculated f value is 25,829 with a significant level of 0.00. The degree of trust of 95% arithmetic $(25,829) > f_{table} (3.24)$ then simultaneously work discipline (X1) and leadership style (X2) have a positive and significant effect on employee performance (Y).

III. RESEARCH RESULTS

The effect of work discipline on employee performance

The results of the analysis of the data of this study showed that the work discipline was 0.539 and the value of $t_{count} > t_{table} (3,283 > 1,685)$. This means that work discipline has a positive influence on employee performance at PT. Suraco Jaya Abadi Motor Palopo.

Positive work discipline means that if employees have high work discipline, it has a good effect on the company, so work discipline must be owned by every employee and must be cultivated among employees to support the achievement of company goals because it is a form of compliance with work rules and also as self-responsibility towards the company. implementation of discipline based on awareness and conviction will create a harmonious condition between desire and reality. To create a harmonious condition, it must first be realized harmony between obligations and employee rights. So it can be concluded that discipline is an attitude of loyalty and obedience of a person or group of people to the rules both written and unwritten reflected in the form of behavior and actions. This proves if employee discipline influences employee performance.

This study is in line with research conducted by Aries Susanty, et al (2012). The results of his study showed that work motivation, leadership style, work discipline had a significant positive effect on employee performance and work motivation had a significant positive effect on PT. PLN (Persero) APD Semarang.

This study is in line with the results of research by Billy Tamarindang, et al (2017). The results of his research show that leadership style, motivation, and work discipline simultaneously influence employee performance. Leadership style and motivation partially do not significantly influence employee performance. Work discipline is partially influential.

The influence of leadership style on employee performance

The results of data analysis in this study indicate that the leadership style has a positive effect on employee performance. The regression coefficient of 0.417 and a leadership style $t_{count} > t_{table} (3,142 > 1,685)$. This means that the leadership style has a positive and significant impact on employee performance at PT. Suraco Jaya Abadi Motor Palopo.

Positive leadership style means that if a leader applies a leadership style that is by the real conditions of employees, it will improve company performance because basically, the leadership style emphasizes how to respect individual goals so that they have confidence that actual performance will exceed their performance expectations. A leader must apply the leadership style to manage his subordinates because a leader will greatly affect the company's success in achieving its goals. Suranta (2002) and Tampubolon (2007) state that leadership factors also affect employee performance. From the opinions of the experts, it can be concluded that there are a close relationship and influence between the leadership factors and employee performance factors.

This study is in line with the results of research Bryan Johannes Tampi, (2014). The results of this study indicate the two variables, namely: leadership style and motivation provide a positive influence on employee performance at PT. Bank Negara Indonesia, Tbk Manado (Manado Regional Sales).

This study is in line with the results of research Endang Kartika Sari, et al (2016). The results of the study found a positive and significant effect between leadership style and employee quality of work on employee performance and a positive and insignificant influence between motivation on employee performance in PD. BKK Attached Dema Regency.

IV. CONCLUSION

Application of work discipline and leadership style at PT. Suraco Jaya Abadi Motor Palopo has been implemented properly to make the company more improved and developed. From the simple regression results, it can be seen that together the independent variables have a positive and significant influence on the dependent variable. This can be proven from simultaneous testing (test f) where the f-count is smaller than 0.05. So the hypothesis states that work discipline and leadership style affect the performance of employees at PT. Suraco Jaya Abadi Motor Branch Palopo can be accepted. From the results of the regression analysis, it can be seen that the results of partial testing (t-test) between work discipline variables and employee performance variables have a significant effect and the leadership style variable has a significant effect on employee performance. This can be proven from the t-value smaller than 0.05.

REFERENCES

1. Armstrong, Michael, 1990. *Manajemen Sumber Daya Manusia*, Jakarta, Elex Media Komputindo.
2. Aries Susanty, Sigit Wahyu Baksoro. 2012. Pengaruh Motivasi Terhadap Kinerja Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja Karyawan Pada PT. PLN (Persero) APD Semarang. Vol: 7 No: 2. Universitas Diponegoro.
3. Bryan Johanes Tampi. 2014. Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Bank Negara Indonesia, Tbk (Regional Sales Manado). *Jurnal Acta Diurna*, Vol: 3 No. 4.
4. Billy Tamarinda, Lisbeth Mananeke, Merinda Pandowo. 2017. Pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan di Bank BNI Cabang Manado. *Jurnal EMBA*. Vol: 5 No. 2. Universitas Sam Ratulangi. Manado.
5. Dewi Sandy Trang. 2013. Gaya Kepemimpinan dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan. *Jurnal EMBA*. Vol: 1 No. 3. Universitas Sam Ratulangi. Manado.
6. Endang Kartika Sari, Maria M. Minarsih, Edward Gagah. 2016. Analisis Pengaruh Gaya Kepemimpinan, Motivasi, Kualitas Kehidupan Kerja Terhadap Kinerja karyawan (Study Kasus Pada PD. BKK Dempek Kabupaten Demak). *Jurnal Manajemen*, Vol: 2 No. 2.
7. Ghozali, Imam. 2006. Aplikasi Analisis Multivariate Dengan Program SPSS (edisi ke-4). Badan Penerbit Universitas Diponegoro. Semarang.
8. Harlie, M. 2010. Pengaruh Disiplin Kerja, Motivasi dan Pengembangan Karier Terhadap Kinerja Pegawai Negeri Sipil Pada Pemerintah Kabupaten Tabalong di Tanjung Kalimantan Selatan. *Jurnal Manajemen dan Akuntansi*. Vol: 11 No. 2.

9. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Bumi Aksara. Jakarta.
10. _____. 2004. *Manajemen*. Edisi revisi. Bumi Aksara, Jakarta.
11. _____. 2010. *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta.
12. Hersey, Paul, and Blanchard, Kenneth, 1996. *Management of Organizational Behavior, Utilizing*, New Jersey, Practice-Hall Inc.Enggliwood Cliffs.
13. Koontz, Harold, Cyril O'Donnell, dan Heinz Wihrich. 1996. *Manajemen*. Terjemahan oleh Gunawan Hutaaruk. Jakarta: Erlangga.
14. Mifta Thoha. 2007. *Kepemimpinan Dalam Manajemen*. PT. Raja Grafindo Persada. Jakarta.
15. _____. 2013. *Perilaku Konsep Dasar Dan Implikasinya*. PT. Raja Grafindo Persada, Jakarta.
16. Rivai. 2004. *Manajemen Sumber Daya Manusia Untuk Perusahaan*, Cetakan pertama, PT. Raja Grafindo Persona, Jakarta
17. _____. 2011. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. PT. Raja Grafindo. Jakarta.
18. Robbins. 2006. *Perilaku Organisasi. Edisi Kesepuluh*. PT. Indeks Kelompok Gramedia. Jakarta.
19. _____. 2008. *Perilaku Organisasi Edisi Kesepuluh*. Alih Bahasa Drs. Benyamin Molan PT Macanan Jaya Cemerlang. Jakarta.
20. Sopiah. 2008. *Perilaku Organisasi*. Yogyakarta: Andi Offset.
21. Sugiyono . 2012. *Metode Penelitian Kuantitatif, Kualitatif dan R dan D*. Afabeta. Bandung.
22. Tampubolon. 2007. *AnalisisFaktor Gaya Kepemimpinan Dan Faktor Etos Kerja Terhadap Kinerja Pegawai pada Organisasi Yang Telah Menerapkan SNI 10-9001-2001*. *Jurnal Standarisasi*. No 9. Hal: 106-115.
23. Luthans, F, 2006. *Perilaku Organisasi Edisi Sepuluh*, Andy, Yogyakarta.