

The Influence of Leadership Style and Work Discipline on Employee Work Performance at PDAM Tirta Griya

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ABSTRACT. The purpose of this study is to determine the authority of work discipline and leadership style on employee performance. The research was conducted at PDAM Tirta Griya Nata Cirebon with a total sample of 66 respondents. The determination of respondents selected through the technique of Probability Sampling with the type of sample is Random Sampling. Sampling from some populations without any difference is called probability sampling. The data analysis method used validity, reliability, classical assumptions, regression analysis, as well as t-test and F- a test which was processed through the IBM SPSS 23 (Special Package for Statistical Science) application. The results showed that the work discipline and sustainable leadership style on employee performance. The variable of work discipline and leadership style on employee performance has a significant positive effect of 27.5% and the remaining 72.5% is influenced by other factors. For PDAM Tirta Griya Nata Cirebon, it is important to pay attention to the leadership style given to employees and improve employee work discipline in order to create high employee performance and have a good impact on PDAM Tirta Griya Nata Cirebon.

Keyword: Leadership style, work discipline, work performance

JEL Classification:

INTRODUCTION

Companies need human resources to realize their vision and mission to achieve certain desired goals and are compatible in all aspects. A successful company or organization is depended with the role of the quality of existing human resources. Human resources can be regarded as an asset that must be improved so as to create and increase work productivity efficiently and effectively. In the company, the leadership style has an important role in order to regulate the running of the company's organization, leadership also greatly affects the discipline and work performance of employees. Good discipline and good work performance are a big influence in terms of a firm and orderly leadership style.

Employee performance is one of the benchmarks in establish the goals of a company or organization. Employees are people who work in a business entity, company, or organization and get a salary for the work they have done. Every company needs employees as a resource to conduct every activity within the company or organization. Hence, the company still can conduct their operation manually without sophisticated machines, but they will not be able to conduct as well without employees. Work performance is the result of work performed by an employee as seen from employee's personal characteristics of his role in the job, or in the form of a separate assessment in implementing and improving his work program. The most important thing in the company is to improve work performance and achieve company goals. Performance appraisal is the process of evaluating or appraising employee performance. Employees can be said to have good work performance if they can provide the best results for their work, achieving or exceeding the standards or criteria set by the company.

The goal is the company could prioritize making improvements and improving employee performance. work performance is determined by 2 factors, work discipline and leadership style. The best work discipline and leadership style, trigger employees to work better and produce increased performance achievements. Leadership style can be interpreted in general as a driving force that makes employees want to take certain actions that called work. One's will that will drive action is a style of leadership that is done well. All behavior carried out by a person is generally the result of the leadership style of a leader who is loyal and good.

Social change and political movements can be inspired by great leaders by motivating them to emerge, create, and innovate. The existence of a leader in an organization is not the same as the leader of a random group. In organizations, the determination of leaders is based on many factors and must go through various stages in order to obtain leaders who are honest, intelligent, fair, and trustworthy so that leaders are able to build a harmonious organizational climate.

Then there is the work discipline of the workers. Work discipline is the existence of smoothness and regularity in a business to achieve the optimum consequences, by keeping work discipline high. The work discipline of the employees influences a pleasant working atmosphere. This one naturally becomes more enthusiastic about completing the job well. Work discipline is necessary for the growth of the organization/company. Especially to build performance and motivate employees to discipline themselves when performing work, either as a group or individually.

That way, in the world of work, employee performance towards the organization is crucial. That is because if the human resources called employees or workers excel in the organization, so they will become more productive. Then later there will be no bad performance produced by the employee. Employee performance is an important driver for the ongoing progress of the company or group to achieve a certain goal.

Based with the results of interviews conducted at the PDAM Tirta Giri Nata Regional Company, Cirebon City, there are several problems that make a low employee performance. This can be seen from several phenomenon that occur including: employee discipline is still not good enough, for instance there are still delays when entering work this results in poor employee performance due

to the lack of employee discipline itself. This results in low employee performance due to a low numbers of employee discipline within their work.

The phenomenon that appears to workers performance, the cause of the non-optimal work performance of employees at PDAM Tirta Giri Nata Cirebon City can be seen with the data on employee performance appraisal at PDAM Tirta Giri Nata Cirebon City as follows:

Table 1. Employee performance appraisal of PDAM Tirta Giri Nata Cirebon City

Jumlah pegawai	Laporan penilaian Prestasi	Tahun 2020	Tahun 2021
190	Orientasi pelayanan	72%	74%
190	Integritas	71%	70%
190	Komitmen	78%	85%
190	Kerjasama	75%	78%
190	Disiplin	75%	74%
190	Kepemimpinan	80%	82%

Source: PDAM Cirebon City

As stated in table above, there is the effect of workers performance appraisal can be said to be low, as specific on cooperation, commitment, and discipline. It can be interpreted that employees are unable to choose the priority of the work that should be their work and have difficulty managing the time the work is done to be less than optimal. In this case, the company immediately looks for solutions so that problems can be overcome so that employees are able to work optimally.

The phenomenon of leadership style that appears in PDAM Tirta Giri Nata Kota Cirebon shows that leadership style is very influential on its employees for the continuity and running of the company. This can be seen in terms of employee productivity which still has not contributed to the business resulting in less than optimal employee discipline and performance. So that the leadership style that occurs in the company is still not good because there are still many employees who are less productive.

The phenomenon of employees work discipline based on employee attendance data that shown at PDAM Tirta Giri Nata, Cirebon City, as in the table 2.

Table 2. Employee Attendance Data for 2020 – 2021

Bulan	Tahun	Jumlah pegawai	Ketidak hadiran	Keterlambatan	Pulang cepat
Desember	2020	190	10%	17%	10%
Januari	2021	190	15%	5%	5%
Februari	2021	190	20%	10%	5%

Source: PDAM Cirebon City

As stated on the table above, there are employees who are absent, arrive late and leave early without clear explanation. This can be investigated based on the attendance records that go up and down every month, causing low employees work discipline which results in decreased work performance. Creating employee performance is not easy, of course by strengthening and improving organizational culture. Because if the organizational culture is good then the human resources in the group can realize the mission, vision and tasks as well as organizational goals and create job satisfaction for employees.

Moreover, as fortified by previous study conducted by Hasrudy Tanjung (2015), the influence of work discipline variables (X1), and work motivation (X2) on work performance (Y) is indicated by a correlation (r_{xy}) of 0.819. Meanwhile, the R-square is 0.670 or 67%, indicating that about 67% of the Y variable (job performance) can be described with work discipline (X1), and work motivation (X2) variables, or in short, it's called as the contribution of work discipline (X1) and motivation work (X2) on work performance (Y) is 67%, and 33% the influence of other factors not observed by the researcher.

Definition of Leadership Style According to Sedarmayanti, (2017) "Leadership style is behavior pattern in influencing others shown by the leader" According to Riinawati, (2019) Says that "Leadership style is a pattern of the overall action, both visible and invisible to subordinates, which is carried out by a leader". According to Rezeki, Fitriah, (2020) said that "leadership style is the nature of the organization will be able to work better if someone has a managerial position and has leadership traits". According to Efendy (2020) the right leadership style will lead to a person's motivation to excel.

Definition of Hasibuan, (2019) Stating that "Discipline is a behavior, attitudes, and actions according to company regulations, both written or unwritten". Afandi, (2021) Stating that: "Work discipline is a tool to change the behavior used by managers in an effort to improve willingness, and awareness to comply with all applicable social norms and company regulations." Mangkunegara, (2017) that "Work discipline can be defined as the implementation of management to strengthen organizational guidelines". According to Hery Suherman (2018) What is meant by discipline is an employee who carries out and obeys the provisions applicable in the company consciously and voluntarily.

Definition of Work Performance According to Sutrisno, (2020) Stating that "Work performance is a summary of the results of work activities over a predetermined period". According to Setiawan, (2019) stated that "Good work performance is not easy, different environments and organizational forms and the lack of ability and motivation of the assessor in carrying out the assessment can affect the assessment carried out so that it can lead to bias in the assessment, especially qualitative measures".

According to Nurmansyah, (2021) said that "The assessment of work performance is an effort to develop human resources". This is because everyone in the organization as a human resource wants to get appreciation and fair treatment from the organization or company. According to Zulkarnaen et al., n.d. (2016) "Work achievements is the success of work in carrying out assigned tasks based on expertise, experience, and sincerity and time.

METHODS

Research Objects of research are employees who work at PDAM Tirta Giri Nata, Cirebon City, while this reasearch scope is only to discuss leadership style, discipline and work performance. Types of research used is associative (relationship) research. The research method uses quantitative methods. Independent variables consist of: leadership Style

Validity Test Correlation analysis is consider how strong the relationship between a variable and other variables is. Reliability Test A reliability test is used to measure and find out how consistent the use of the measuring instrument is. in a sense, measuring instruments have consistent or stable results even though they are used several times at different times.

Normality Test

The normality test of the data used in this research is statistical analysis. Statistical analysis was used to approximate normality, in this research the Kolmogorov-Smirnov test was used. To find out whether the data is normal, it can be seen with Kolmogorov-Smirnov. The criteria are:

Significance (Sig.) > 0.05 means the data is normally distributed.

Significance (Sig.) <0.05 means the data is not normally distributed.

Multicollinearity Test

The way to check for multicollinearity is: A high correction indicates the existence of collinearity, but not vice versa, namely the presence of collinearity results in a high correlation. Collinearity may exist when the correlation is low. It is recommended to look at the partial correlation coefficient. If R² is very high but each partial r² is low, it indicates that the variables of independent have a high correlation and at least one of them is excessive. But it can be high R² and each r² is also high so that there is no guarantee of multicollinearity.

Regression Analysis

As previously explained, the problem discussed in this study is whether the assessment of Job Engagement and Individual Characteristics (together) affect employee performance

Coefficient of Determination Test

Determination analysis is used to determine the percentage of the effect that has been tested using the correlation test. The value of the coefficient of determination (R²) shows the percentage of the influence of all independent variables on the dependent variable. Explain the contribution made by the independent variable to the dependent variable. Leadership style (X1). Work Discipline (X2) Dependent Variable (Dependent Variable) namely Work Performance (Y).

Hypothesis testing

Hypothesis testing to find out the extent of the influence between other variables whether these influences influence each other or not.

RESULT AND DISCUSSION

This research was conducted at PDAM Tirta Giri Nata Cirebon City which is located at JL. Tuparev No.24, Cirebon City, West Java. The history of the development of the drinking water supply system for the people of Cirebon City began in 1890 which was built by the Dutch East Indies Government, from the Sendang spring in Kemantren Village, Cirebon Regency with a capacity of 10 liters per second.

In 1930 a clean water supply facility was built for the people of Cirebon City, located in Paniis Village, which is ± 22 km from Cirebon City, with a water capacity of 33 liters per second. The

raw water capture system is a tunnel that collects water from 15 vertical wells. Considering that drinking water is very much needed by the people of Cirebon, on February 26, 1958 the Cirebon City Drinking Water Company was established which aims to manage the supply of clean water inherited from the Dutch Government through the Tjirebon City Pradja Regional Regulation dated February 26, 1958 concerning Drinking Water Company. In 1963, through the drinking water project, it developed drinking water facilities from the same water source to a capacity of 100 l/second. By building a transmission pipe from the water source to the city and building a water tower (reservoir) Gunung Sari with a capacity of 2,500 m³.

Through financial assistance from the Swiss government based on the Memorandum Of Understanding (agreement) between the Swiss government and the Indonesian government signed on October 6, 1973, PDAM Cirebon City has built an increase in drinking water capacity from 100 L/second to 860 L/second. Along with the development and function of Regional Drinking Water Companies, the Regional Regulations concerning the Regional Regulations for Drinking Water in the City of Cirebon have been amended several times, until the last one enacted was the Regional Regulations of the City of Cirebon Number 4 of 2017 concerning Amendments to Regional Regulations Number 4 of 2012 concerning Regional Drinking Water Companies. Cirebon City on August 9, 2017. Through the Cirebon City Regional Regulation number 4 of 2017, the Cirebon City Drinking Water Company changed its name and logo to the Cirebon City Tirta Giri Nata Regional Drinking Water Company which means to organize, manage, regulate, provide up to distribute mountain water into clean water for the community. Cirebon City.

Table 3. Multicollinearity Test

		Coefficients ^a						Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
Model		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	10.434	2.967		3.517	.001			
	Gaya Keperimpinan	.156	.068	.278	2.305	.024	.764	1.309	
	Disiplin kerja	.342	.117	.353	2.924	.005	.764	1.309	

a. Dependent Variable: Prestasi Kerja

Source: Result Output SPSS 23.0 for windows

The provisions that apply in this test are that multicollinearity will occur if the tolerance value is < 0.1, and the Variance Inflation Factor (VIF) value is > 10. And vice versa, there will be no multicollinearity, if the tolerance value is > 0.1 and VIF < 10. Based on table 3 above, the VIF value of all work discipline, and leadership style variables is 1.309, smaller than 10, and the tolerance value is 0.764, which is greater than 0.1. This means that multicollinearity does not occur in this regression model.

Tabel 4. F Test Results Leadership Style (X1) and Work Discipline (X2) Against Work Performance (Y)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.858	2	60.429	13.354	.000 ^b
	Residual	285.081	63	4.525		
	Total	405.939	65			

a. Dependent Variable: Work performance

b. Predictors: (Constant), Work Discipline, Leadership Style

Source: Result Output SPSS 23.0 for windows

From the output that stated above, the calculated f value is 13.354 with a significant value of 0.000 and the f table value is 3.14. This is proof by the value of sig $0.000 < 0.05$ and the value of f count $> f$ table which is $13.354 > 3.14$. This means that statistically the variables of leadership style and work discipline together have a significant effect and have a positive value on work performance.

CONCLUSION

The outcome of the analysis and discussion as stated in this paper are about the impact of leadership style and employees work discipline on the work performance of workers of PDAM Tirta Giri Nata, Cirebon City, which can be concluded with the following description:

Leadership style (X1) partially has a positive and significant effect on work performance (Y) for employees of PDAM Tirta Giri Nata, Cirebon City. It means that the higher level of leadership style given by the leader to employees, so the higher the employee performance.

Work discipline (X2) partially has a positive and significant effect on work performance (Y) for employees of PDAM Tirta Giri Nata, Cirebon City. This means that the higher the level of employee discipline towards the organization, the higher the work performance of its employees. Leadership style (X1) and work discipline (X2) simultaneously or jointly have a positive and significant effect on work performance (Y) for employees of PDAM Tirta Giri Nata Cirebon City. This means that the higher the level of leadership style and work discipline in the company, the higher the work performance of its employees.

Based on the research results from the discussion and conclusions above, the researchers also provide implications that are expected to be useful. The implications of this research are as include: 1) Leadership style corellated positively and significant impact on employees workers performance at PDAM Tirta Giri Nata, Cirebon City. Based on frequency distribution of the results of questionnaire processing on 66 respondents that leadership style variable is shown with the lowest average value is in 4th statement with a score results of 4.15, "leaders can be trusted by employees to achieve organizational or company goals". In the future, leaders can increase their trust in their subordinates and vice versa because the role of leaders is very important to influence their employees. While the highest average value is in statement number 1, with an average score of 4.56, namely "leaders can encourage the potential of their employees or subordinates to be better".

In the future, leaders can maintain the potential of their subordinates so that the company runs well; 2) Work discipline has a positive and significant impact on workers performance at PDAM Tirta Giri Nata, Cirebon City. Based on the frequency distribution of the results of the questionnaire processing on 66 respondents the work discipline variable, the lowest average value was found at number 5 at 4.11, namely I was present on time. The company must improve again regarding employee attendance and tardiness so that the company runs more optimally. While the highest average value is found in P1 of 4.35, which means I obey the company's rules and regulations. Companies must maintain discipline towards employees for the future to be even better; 3) Both leadership style and workers work discipline simultaneously or together have a positive and significant impact on work performance for employees of PDAM Tirta Giri Nata, Cirebon City. Based on the results of this study, the work performance of PDAM Tirta Giri Nata employees in Cirebon City can increase if the company pays attention to factors related to leadership style variables and work discipline. Nevertheless, the research is still needed on other variables that might affect work performance. Consequently, the effect of these research can afterward be used as a discussion for the company to improve the workers work performance at PDAM Tirta Giri Nata, Cirebon City.

This researcher has limitations that require improvement and development in further studies, including the following: 1) Company limitations, the limitation is the busy employees at the company who do not have much time, so that the filling out of the questionnaire takes several days to complete; 2) Researcher limitations, these limitations are still limited material on the variables studied. The researcher conveys material from several sources, but there may be many other materials that the researcher does not convey in the study; 3) The limited time at the time of the research so that researchers need constructive criticism and suggestions.

As stated on the results of the research and the limitations above, the authors issue the following suggestions: 1) For companies, To PDAM Tirta Giri Nata, Cirebon City is expected to further improve the leadership style, work discipline, and work performance of its employees. It scoped to keep the human resources that have been owned by taking into account the factors that can have an impact on workers work performance such as leadership style and work discipline; 2) For further researchers, it is desired to check other variables besides leadership style, workers work discipline, and employee performance so that they can obtain more varied results in the future and can describe other factors that can affect employee performance.

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