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The influence of leadership on employee performance with work discipline as an intervening variable PT. Supra Primtama Nusantara (Case Study of Duri Kepa Branch Employees)

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ABSTRACT

The purpose of this study is to determine the Influence of Leadership Style on Employee Performance with Work Discipline as An Intervening Variable of PT employees. Supra Primatama Nusantara (Biznet Network). This type of research uses quantitative methods. The sample of this study amounted to 30 respondents, the sample of this study was saturated. Data collection includes observation, questionnaire distribution and literature study. Validity tests, reliability tests, multicollinearity tests and hypothesis tests are used as analysis methods. Research using the SMART PLS program, Leadership Style Variable (X) has an influence on Employee Performance (Y) with a path coefficient (0.656) with a result of f square 1.551. Variable Leadership Style (X) has an influence on Work Discipline (Z) with a path coefficient (0.617) with a result of f square 0.616. Variable Work Discipline (Z) has an influence on Employee Performance (Y) with a path coefficient (0.345) with a result of f square 0.430. Indirect hypothesis testing on Leadership Style (X) on Employee Performance (Y) with Work Discipline (Z) as the Intervening Variable. has a path coefficient effect of 0.213 with the t-statistic value for this construct relationship is 1.900 which shows that the value of t-calculate. Which means that there is an indirect influence between Leadership Style (X) on Employee Performance (Y) and the variable Work Discipline (Z) is not proven.

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1. INTRODUCTION

Performance is the result of work carried out by a person in carrying out the tasks assigned to him based on ability, experience, seriousness and time. (Hasibuan, 2009) in the journal (Bukit et al., 2019). According to (Gomes, 2009) in the journal (Bukit et al., 2019) defines performance as performance which is the result of work carried out by employees or real behavior that is reflected in their role in the organization. Meanwhile, according to (Sedarmayanti, 2011) in the journal (Bukit et al., 2019) Performance is fulfilling or fulfilling promised obligations, employee results, organizational processes, concretely proven,

fulfillment of responsibilities, measurable, comparable to the standards provided. Additionally (Mangkunegara, 2012) in the journal (Bukit et al., 2019) emphasized that performance is the result of the quality of employees and the amount of work completed in carrying out their work in accordance with the obligations assigned to them.

According to (Liyas, 2019) in the journal (Fariska et al., 2022) that: "Work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Work discipline is the most important functional characteristic of human resource management. This makes sense because the higher the employee's work discipline, the higher the overall performance. According to (Fauzan, 2017) in the journal (Fariska et al., 2022) Labor discipline measures include for example. Compliance with time regulations, compliance with company directives, compliance with the code of ethics in the workplace, compliance with various directives within the company.

According to (Saputra, 2019) in the journal (Fariska et al., 2022) Discipline adheres to norms, and its extent is not related to how much it costs to carry out the specified action, i.e. In other words, each sector works to eliminate the question of whether following the rules is profitable or not . People eventually lose interest in work. Discipline is more appropriate if seen as attitudes, behavior and actions that are attached to the foundation of a business or employer's foundation, whether written or unwritten or no longer mutually agreed upon. Workspace is an important element that has a huge impact on overall business performance. The work area is a crucial component that has a big impact on how the business runs. Employees with too many responsibilities usually have to follow business rules and face consequences for breaking them. High range can build experienced strength. Meanwhile, we are talking about BUMDes advancing independently

Based on the 2021 attendance data above, the highest level of employee absenteeism occurred from February to September and decreased from October to January 2023. One of the causes of not achieving the targets set by the Company is the lack of discipline that occurs in the Company and can cause performance the employees are not optimal. Based on the results of interviews that the author conducted with employees, each monthly brach was given a target of 200 customers. However, in fact, not every month can achieve this target. The following is data on employee target achievement for the period February 2022 to January 2023

Based on the data the author obtained, the highest achievement was in February 2022 with a target of reaching 209 customers, and experienced a significant decline in November 2022. Only with 73 customers. There are several problems that occur as to why employees do not reach targets, area mapping is a problem for employees to achieve targets, and also branding is lacking because in the designated area many people are already using the device. This can affect performance and cause targets to not be achieved.

This research examines the influence of leadership style on employee performance at PT. Supra Primatama Nusantara (Biznet Network). PT. Supra Primatama Nusantara (Biznet Network) is an integrated digital company in Indonesia that provides internet, data center, cloud computing and IPTV services. Biznet Network is committed to building modern infrastructure with the aim of reducing the digital gap in Indonesia compared to other developing countries. It is hoped that the results of this research will be useful for companies

2. RESEARCH METHOD

Data Analysis Method, Validity is a metric that shows how well a measuring instrument can capture the measurement object. There are several types of instrument validity test results, namely content validity. This test is designed to determine whether the question items correspond to the information that must be measured. Experts conducted validity tests, and the instrument was modified in response to their recommendations or comments. The validity and suitability of this instrument for use can be determined by experts at their sole discretion. When experts obtain an instrument in content and format

without further adjustments, the instrument is considered authentic. Construct validity. This form of validity focuses on how well the measuring instrument can produce measurement results that are consistent with its description. Criterion validity. This form of validity focuses on comparing the instruments developed with other instruments that are considered comparable in value. Reliability testing is carried out by researchers to see the consistency of a measuring instrument for measuring the variables to be measured. Reliability test results are divided into several types, Reability test re-test) This reliability test is carried out by trying out 1 type of instrument several times on the same subject or respondent. Reliability is measured from the correlation coefficient between the first experiment and subsequent experiments. An instrument is declared reliable if the correlation coefficient is positive and significant. The equivalent reliability of this test is carried out by trying different instruments but equivalent or equivalent. The experiment was carried out only once on the same respondent. Instrument reliability is measured from the correlation coefficient between instrument 1 experiments and other instrument experiments. The instrument is declared reliable if the correlation coefficient is positive and significant. The internal consistency reliability of this test is carried out by trying the instrument just once on the research subject. This test is carried out in several ways, such as the split-half procedure, the Kuder-Richardson approach 20 (KR20), the Kuder-Richardson approach 21 (KR21) technique, and Cronbach's alpha.

3. RESULTS AND DISCUSSIONS

Discussion

Test the Outer Model or Measurement Model

When integrating data analysis techniques with SmartPLS, there are criteria for assessing external models, including Convergent Validity, Discriminant Validity, and Reliability.

Convergent Validity

Convergent Validity of the reflective indicator model is assessed based on Convergent Based on the correlation between item scores or component scores calculated using SmartPLS software, which reflects the validity of the evaluated indicator model. When an individual reflective measure has a correlation with the measured construct greater than 0.70, it is said to be high. (Hair Et Al, 2021).

Table 1. Outer Loading

	GK (X)	DK (Z)	KK (Y)
DK 1		0.615	
DK 2		0.762	
DK 3		0.794	
DK 4		0.698	
DK 5		0.707	
DK 6		0.755	
DK 7		0.792	
DK 8		0.735	
DK 9		0.086	
DK 10		0.738	
DK 11		0.756	
DK 12		0.356	
GK 1	0.715		

GK 2	0.882		
GK 3	0.821		
GK 4	0.766		
GK 5	0.715		
GK 6	0.700		
GK 7	0.397		
GK 8	0.916		
GK 9	0.457		
GK 10	0.671		
GK 11	0.745		
GK 12	0.777		
KK 1			0.407
KK 2			0.710
KK 3			0.754
KK 4			0.743
KK 5			0.754
KK 6			0.704
KK 7			0.788
KK 8			0.633
KK 9			0.672
CC 10			0.407

Processing results using smart PLS software There are several indicators with loading factor values that do not meet the criteria or can be said to be weak, including GK6, GK7, GK9, GK10, DK1, DK4, DK9, DK12, KK1, KK8, KK9, and KK10 which are indicators must be dropped or removed from the model. The processing results using smartPLS data software are shown in Table 3.

Table 2. Modified Outer Loading

	GK (X)	DK (Z)	KK (Y)
DK 2		0.762	
DK 3		0.794	
DK 5		0.707	
DK 6		0.755	
DK 7		0.792	
DK 8		0.735	
DK 10		0.738	
DK 11		0.756	
GK 1	0.715		
GK 2	0.882		
GK 3	0.821		
GK 4	0.766		
GK 5	0.715		
GK 8	0.916		
GK 11	0.745		
GK 12	0.777		
KK 2			0.710
KK 3			0.754
KK 4			0.743
KK 5			0.754

KK 6	0.704
KK 7	0.788

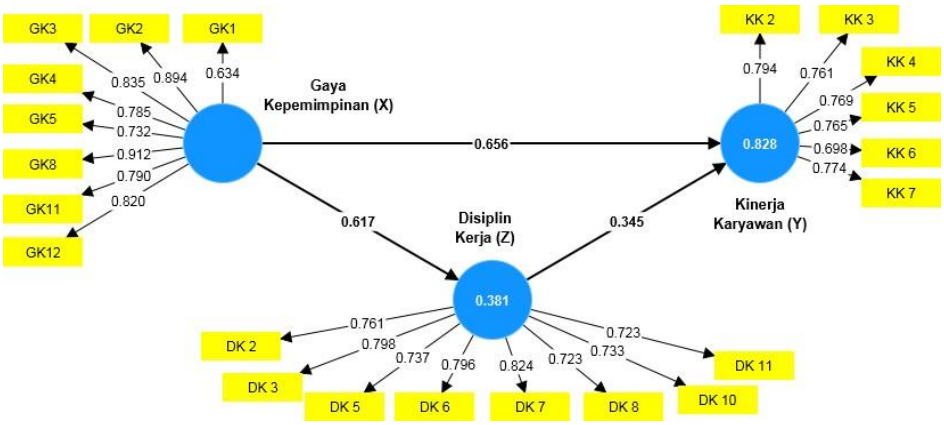

Figure 1. Outer Loading After Modification

The outer loading value, or correlation between constructs and variables, has met convergent validity according to the results of processing with SmartPLS, as shown in table 4.4 or figure 1. This means that the constructs of all variables can be used for hypothesis testing because they have a loading factor value > 0.70.

Results

Diacriminant Validity

To ensure that each latent variable idea is different from other variables, dicriminant validity is used. If each loading value is the largest loading value with other loading values on other latent variables, the model has excellent discriminant validity. The following are the findings of testing the discriminant validity of the research.

Table 3. Cross Loading

	GK (X)	DK (Z)	KK (Y)
DK 2	0.352	0.761	0.380
DK 3	0.479	0.798	0.521
DK 5	0.256	0.737	0.418
DK 6	0.408	0.796	0.688
DK 7	0.514	0.824	0.759
DK 8	0.469	0.723	0.509
DK 10	0.596	0.733	0.579
DK 11	0.564	0.723	0.561
GK1	0.634	0.469	0.488
GK2	0.894	0.546	0.738
GK3	0.835	0.465	0.734
GK4	0.785	0.472	0.771
GK5	0.732	0.408	0.640
GK8	0.912	0.602	0.761
GK11	0.790	0.460	0.681
GK12	0.820	0.536	0.737

KK 2	0.773	0.441	0.794
KK 3	0.809	0.495	0.761
KK 4	0.769	0.466	0.769
KK 5	0.613	0.407	0.765
KK 6	0.418	0.800	0.698
KK 7	0.525	0.843	0.774

Table 3 shows that the Leadership Style construct has better Discriminant Validity than the other constructs, with higher values in each indicator (GK1, GK2, GK3, GK4, GK5, GK8, GK11, and GK12). Likewise, employee performance (KK 2, KK 3, KK 4, KK 5, KK 6, KK 7) has good discriminant validity because the indicator value is higher than other indicator constructs. The final step is to increase the construct value for each indicator for the Work Discipline variable (DK 2, DK 3, DK 5, DK 6, DK 7, DK 8, DK 10, DK 11). The highest loading factor value compared to the loading factor values of other latent variables is already present in the results of all cross loading values for each indicator of each latent variable. This shows that all latent variables have good Differential Validity.

Another way to measure discriminant validity is to look at the square root of average variance extracted (AVE) value. A value above 0.50 is recommended. These are the AVE findings from this investigation.

Table 4 Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Note
Leadership Style (X)	0.648	Valid
Employee Performance (Y)	0.579	Valid
DisciplineWork (Z)	0.582	Valid

For all constructs, the AVE values in Table 4 are greater than 0.50. Employee performance (Y), work discipline (Z), and leadership style (X) all have AVE values of 0.648, 0.579, and 0.582 respectively. Therefore, it can be concluded that all variable constructs for leadership style, work discipline and employee performance have high AVE values and all constructs have values above > 0.50. For all constructs, the AVE values in Table 5 are greater than 0.50. Employee performance (Y), work discipline (Z), and leadership style (X) all have AVE values of 0.648, 0.579, and 0.582 respectively. Therefore, it can be concluded that all variable constructs for leadership style, work discipline and employee performance have high AVE values and all constructs have values above > 0.50.

Reliability Test

Composite reliability is better at assessing the internal consistency of construction and is used to measure the original reliability value of the construction. Cronbach Alpha is used to assess the level of construct reliability. The Composite Reliability and Cronbach Alpha values of each construct indicate the reliability criteria. A construct is said to have high reliability if it has a Composite Reliability above 0.70 and has a Cronbach Alpha above 0.60.

Table 5. Composite Reliability and Cronbach Alpha

Variable	Cronbach's alpha	Composite Reliability	Note
Leadership Style (X)	0.920	0.936	Valid
Employee Performance (Y)	0.898	0.917	Valid

DisciplineWork (Z)	0.854	0.892	Valid

As shown in Table 5 above, the leadership style variable has a Cronbach Alpha value of 0.920, the employee performance variable has a Cronbach Alpha value of 0.898, and the work discipline variable has a Cronbach Alpha value of 0.854. This means that all variables have a Cronbach Alpha value above 0.60, indicating high reliability of the respondent's responses in each construct. The leadership style variable has a Composite Reliability of 0.936, employee performance has a Composite Reliability of 0.917, and work discipline has a Composite Reliability of 0.892, all of which indicate that all constructs meet the reliability criteria. Based on the table above, it can be determined that each construct has strong reliability because the Cronbach Alpha and Composite Reliability values are all above 0.60 or 0.70.

Test the Inner Model or Structural Model

Table 6. R-Square Test

	R-square	R-square adjusted
Work Discipline (Z)	0.381	0.359
Employee Performance (Y)	0.828	0.816

According to table 6 above, the R-Square value of the Work Discipline Variable is 0.381, indicating that both Leadership Style and Employee Performance Variables can have an impact on Work Discipline. 38.1% of the remaining 61.9% is influenced by other factors not predicted by the model, which influence the remaining 38.1%. The following result for the Employee Performance Variable is 0.828. These results show that the Leadership Style and work discipline variables are simultaneously able to influence employee performance by 82.8%, the remaining 17.2% is influenced by other variables that are not hypothesized in the model.

Hypothesis testing

Hypothesis testing is carried out to see the influence of one construct on other constructs by looking at parameter coefficients and t-statistical values or p-values (Ghozali, 2015). The basis used in testing the hypothesis is the value contained in the output path coefficient. The t-statistical measure provides insight into the findings of the proposed hypothesis. The difference between the t-statistic value and the t-table value in this study is 2.048, where it is known that the df value is 28 (number of samples minus two = 30-2) and the value of α is 0.05 (two tailed). The limits for accepting and rejecting the proposed hypothesis are:±2.048, where the t-statistic value is in the range of -0.248–0.248 then the hypothesis will be rejected or in other words accept the null hypothesis (Ho) and then f Square, namely the influence of direct variables at the structural level with the criteria (f square 0.02 low, 0.15 moderate and 0.35 high) Hair et al (2021).

4. CONCLUSION

From the results of research conducted by researchers, it can be concluded that the leadership style variable (X) has an influence on employee performance (Y) with a path coefficient (0.656) with an f square result of 1.551. So there is a direct influence between the leadership style variable (X) on employee performance (Y), the leadership style variable (X) has an influence on work discipline (Z) with a path coefficient (0.617) with an f square result of 0.616. So there is a direct influence between the leadership style variable (X) on work discipline (Y), the work discipline variable (Z) has an influence on employee performance (Y) with a path coefficient (0.345) with an f square result of 0.430. So there is no direct influence between the variable work discipline (Y) employee performance (Z),

indirect hypothesis testing on leadership style (X) on employee performance (Y) with work discipline (Z) as an intervening variable. has a path coefficient effect of 0.213 with a t-statistic value for this construct relationship of 1.900 which shows that the t-count value of Which means there is an indirect influence between leadership style (X) on employee performance (Y) and the work discipline variable (Z) is not proven).

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