Effect of Leadership Style and Work Discipline on Employee Performance at PT Toys Games Indonesia Karawaci Mall Branch

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Article Information	Abstract

This study aims to determine the effect of leadership style and work discipline on employee performance at PT Toys Games Indonesia Mall Karawaci Branch. The method used is quantitative. The sampling technique used a saturated sampling of 58 employees. The data analysis used is validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, simple linear regression, multiple linear regression, correlation coefficient, coefficient of determination, and hypothesis testing. The results of this study are leadership style has a significant effect on employee performance with a correlation value (r) of 0.563, meaning that the relationship between leadership style variables on employee performance has a moderate level of relationship. Hypothesis testing is obtained by the value of t arithmetic > t table or (5.104 > 2.003) thus H01 is rejected and Ha1 is accepted, this shows that there is a partially significant influence between leadership style on employee performance at PT Toys Games Indonesia Mall Karwaci Branch. Work discipline has a significant effect on employee performance with a correlation value (r) of 0.596, meaning that the relationship between work discipline variables on employee performance has a moderate level of relationship. Hypothesis test obtained by t count > t table or (5.551 > 2.003) thus H02 is rejected and Ha2 is accepted, this shows that there is a partially significant influence between work discipline on employee performance at PT Toys Game Indonesia Mall Karawaci Branch. Leadership style and work discipline have a significant effect on employee performance with a correlation value (r) of 0.653, meaning that the relationship between leadership style and work discipline variables on employee performance has a strong level of relationship. Hypothesis testing obtained F arithmetic value > F table or (20,452 > 3.16) thus H03 is rejected and Ha3 is accepted, this shows that there is a simultaneous significant influence between leadership style and work discipline on employee performance at PT Toys Games Indonesia Karawaci Mall Branch.

INTRODUCTION

In the current era of globalization, companies are required to continuously prepare themselves to anticipate and adapt to the changes that occur. Along with the increasing business development that causes competition among economic actors to be increasingly tight, then to be able to compete, companies must be able to run their business with the best possible thoughts and actions and have new strategies. In the economy, companies that have a competitive advantage with other companies are usually supported by human resources that have high quality. The higher the quality of human resources owned by a company, it will have high competitiveness.

Human resources are one of the most important factors in a company or organization. According to Mangkunegara (2013:2) human resources "are a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals". To regulate the use of human resources effectively and efficiently, it is necessary to advise management on human resource policies to ensure the company has a high-performing workforce and is equipped with adequate facilities to deal with changes in both technology and times.

Likewise for PT Toys Games Indonesia or known as Toys Kingdom, which is one of the largest toy store centers and retail businesses in Indonesia, where various kinds of toy products are available from within and outside the country. PT Toys Games Indonesia is a subsidiary of PT Kawan Lama Group, where there are already 58 stores spread throughout Indonesia, in this case the company definitely needs to pay attention to all problems regarding employee performance so that negative things don't happen.

Of course, every organization wants its employees or human resources to be able to work optimally and have performance or performance above average with sufficient education, knowledge, and experience so that they can carry out their jobs well. Employee performance is a problem that must be considered seriously from the company, because the increase in employee performance will not happen by itself, but there must be participation from both the company and the employees themselves.

METHODS

The type of research used in this research is quantitative research. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, collect data using research instruments, and analyze quantitative data with the aim of testing predetermined hypotheses. According to Sugiyono (2017: 44), namely "research that aims to determine the influence or relationship between two or more variables".

Based on the description above, this type of research is quantitative research. The relationship is causal, then there are 2 (two) variables, namely the independent variable (the variable that affects) and the dependent variable (the variable that is affected).

This study links leadership style and work discipline as independent variables (X) and employee performance as the dependent variable (Y). The type of research method used by the author in this study is the associative analysis method which looks at the relationship between 2 (two) or more variables. Technically, data collection operations are limited by 3 (three) variables, namely leadership style, work discipline, and performance.

Data collection is an attempt to obtain information that will be used in the measurement of variables. According to Sugiyono (2017:308) "data collection method is a scientific way to obtain valid data with the aim of being able to prove, develop a knowledge so that it can be used to solve and anticipate problems". In this study, the data collection techniques were primary data and secondary data.

The formula used in this research is reliability sought by using the alpha formula or Cronbach's alpha (α) because the questionnaire question instrument used is a range between several values in this case using a rating scale of 1 to 5. According to Suharsimi Arikunto (2015:223) how to calculate the level of reliability of a data that is by using the Alpha Cronbach formula as follows:

$$r_{11} = \left[\frac{k}{k-1}\right]\left[1 - \frac{\sum \sigma_b{}^2}{\sigma_1{}^2}\right]$$

Sumber: Suharsimi Arikunto (2015:223)

Information:

r$_{11}$ = Reliability coefficient

k = Number of questions

$\sum \sigma_b{}^2$ = Number of question item variances

$\sigma_1{}^2$ = Total variance

The total variance score for each item and the total variance can be calculated using the following formula:

$$\sigma_i{}^2 = \frac{\sum X_1{}^2 - \frac{(\sum X_i)^2}{n}}{n}$$

Source: Suharsimi Arikunto (2015:227)

Meanwhile, the total variance can be calculated using the following formula:

$$\sigma_t{}^2 = \frac{\sum Y_t{}^2 - \frac{(\sum Y_t)^2}{n}}{n}$$

Source: Suharsimi Arikunto (2015:227)

Information:

$\sigma_t{}^2$ = Variance of each item

X_{11} = Respondents' answers for each item

$\sum Y_t$ = Total respondents' answers for each question item

n = Number of respondents

In this study, to calculate the level of reliability, it was carried out using the Statistical Package for Social Science (SPSS) for windows version 26 program software. The criteria used if a measuring instrument gives stable results, it is called a reliable measuring instrument. Measurements were carried out once and reliability with statistical tests. In this study, the measurement used is to compare the value of Cronbach's Alpha with 0.60, which according to Ghozali (2017: 238) can be guided as follows:

a. If Cronbach's Alpha Value > 0.60, then the instrument is reliable.
b. If Cronbach's Alpha value < 0.60, then the instrument is not reliable.
In this reliability test, SPSS version 26 software was used with the following steps:
1) Open SPSS 26 stats menu
2) Click type in data then input raw data.
3) Select menu analyze → scale → reliability analysis, input data (the value of all items is not the total score).
4) Select the cronbach alpha coefficient formula.
5) Select the statistics menu.
6) Then click the item and scale if item deleted → continue → ok.

The opinion above is emphasized by Sugiyono (2017: 92) that "the Likert scale is a scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena". Furthermore, Sugiyono (2017: 92) explains that "by using a Likert scale, the variables to be measured are translated into variable indicators and these indicators are used as a reference in preparing questions and statements". In this study of social phenomena, the variables have been specifically defined by the researcher, hereinafter referred to as research variables. In this study the Likert scale and the score (scoring) used are as follows:

Tabel 3.4 Skala Likert

Alternative Answer	Value
Very Agree	5
Agree	4
Disagree	3
Don't Agree	2
Strongly Disagree	1

Sumber: Di adaptasi dari Sugiyono (2017:92)

With this measurement scale, the value of the variables measured by certain instruments can be expressed in the form of numbers, so that it will be more accurate, efficient and communicative.

Furthermore, according to Istijanto's opinion (2014: 91) states that "the use of the 5 categories in the Likert scale above is very popular in consumer surveys because it is seen as representing well the level of intensity of respondents' assessments". The use of too many categories (eg up to 9 categories) often confuses respondents because the differences between each category are so thin and respondents find it difficult to make choices. On the other hand, the use of a scale with a small number of categories (eg 2 categories) makes respondents not free to express their judgments and are forced to choose because there is no more suitable choice.

RESULT DAN DISCUSSION

Based on the table data above, the Leadership Style variable (X1) obtained a value of r count > r table (0.259), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

Tabel 4.2
Validity Test Results Based on Work Discipline Variables (X2)

No	Questionnaire	R Count	R Table	Decision
1	I arrive on time according to working hours	0,316	0,259	Valid
2	I take a break not exceeding the rest time that has been determined by the company	0,349	0,259	Valid

No	Questionnaire	R Count	R Table	Decision
3	I came home on time	0,357	0,259	Valid
4	I work according to the SOP that has been set by the company	0,664	0,259	Valid
5	I always obey the rules or regulations that have been set by the company	0,782	0,259	Valid
6	I have good ethics while in the work environment	0,451	0,259	Valid
7	I have a good relationship with my coworkers	0,788	0,259	Valid
8	I behave according to company rules	0,804	0,259	Valid
9	I always take good care of company property	0,688	0,259	Valid
10	I always tidy up my work equipment after the job is done	0,504	0,259	Valid

Source: Primary Data, 2022

Based on the table data above, the Work Discipline variable (X2) obtained the value of r count > r table (0.259), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

Tabel 4.3
Validity Test Results Based on Employee Performance Variables (Y)

No	Questionnaire	R Count	R Table	Decision
1	I do the task according to the quality desired by the leader	0,330	0,259	Valid
2	I do my job with great care	0,375	0,259	Valid
3	I have good skills and able to finish the job well	0,318	0,259	Valid
4	I am able to achieve the work expected by the company	0,382	0,259	Valid
5	I can finish the work before the set deadline	0,670	0,259	Valid

No	Questionnaire	R Count	R Table	Decision
6	I am able to carry out the tasks assigned by my superiors	0,528	0,259	Valid
7	I have knowledge about the work done	0,725	0,259	Valid
8	I am able to work according to a predetermined program	0,461	0,259	Valid
9	I am always responsible for the tasks assigned by my superiors	0,546	0,259	Valid
10	I always do work according to the predetermined target	0,442	0,259	Valid

Source: Primary Data, 2022

Based on the table data above, the Employee Performance variable (Y) obtained the value of r count > r table (0.259), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

Based on the data above, there were 35 male respondents or 60.3%, while the female respondents were 23 people or 739.7%. This proves that the majority or average male employees of PT Toys Games Indonesia Mall Karawaci Branch.

Based on the data above, respondents with high school education/equivalent are 48 people or 82.8% and 10 people have bachelor degree education or 17.2%.

Based on the table above, it can be seen that the average score of respondents' answers on the work environment variable (X1) is 3.83 which is located between 3.40-4.19 with the criteria agreed. The highest score is found in statement no. 10 with an average of 4.05 (agree), namely "The leader will provide incentives to high-achieving employees". This proves that the dreamers at PT Toys Games Indonesia Mall Karawaci Branch in providing incentives to employees are quite good. The low score is in statement no 2, namely "The leader has a high discipline attitude" with an average of 3.36 (disagree) . This proves that the leader at PT Toys Games Indonesia Mall Karacawi Branch has a poor discipline attitude.

Based on the table above, it can be seen that the average score of respondents' answers on the Motivation variable (X2) is 3.83, which is located between 3.40-4.19 with the agreed criteria. The highest score is in statement number 7 with an average of 4.03 (agree) namely "I have good relations with coworkers". This shows that there is a good relationship between employees at PT Toys Games Indonesia Mall Karawaci Branch. The low score is found in statement no. 2 with an average of 3.41 (agree), namely "I take a break not exceeding the rest time that has been determined by the company".

Based on the results of the regression calculations in the table above, the regression equation Y = 19.078 + 0.520 X1 can be obtained. From the above equation, it can be concluded as follows:

1) The constant value of 19.078 means that if the leadership style variable (X1) does not exist, then there is an employee performance value (Y) of 19.078.
2) The regression coefficient value of the leadership style variable (X1) on the employee performance variable (Y) is 0.520. This means that if the leadership style (X1) increases by 1 unit, it will increase the change in employee performance (Y) by 0.520.

Tabel 4.20 Results of Multiple Regression Testing of Leadership Style Variables (X1) and Work Discipline (X2) Against Employee Performance (Y)

Coefficients^a						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
	(Constant)	15.287	3.808		4.014	.000
	Gaya Kepemimpinan (X₁)	.303	.116	.328	2.620	.011
	Disiplin Kerja (X₂)	.316	.098	.405	3.233	.002
a. Dependent Variable: Kinerja karyawan (Y)						

Source: Primary Data, 2022

Based on the results of the analysis of the regression calculations in the table above, it can be obtained the regression equation Y = 15.287 + 0.303 X1 + 0.316 X2. From the above equation, it can be concluded as follows:

1) The constant value of 15.287 means that if the leadership style (X1) and work discipline (X2) variables do not exist, then there is an Employee Performance value (Y) of 15.287.
2) The value of leadership style (X1) 0.303 means that if the constant is fixed and there is no change in the work discipline variable (X2), then every 1 unit change in the leadership style variable (X1) will result in a change in employee performance (Y) of 0.303.
3) The value of work discipline (X2) 0.316 means that if the constant is fixed and there is no change in the leadership style variable (X1), then every 1 unit change in the work discipline variable (X2) will result in a change in employee performance (Y) of 0.316.
4) Based on the results of the analysis, it shows that leadership style has a significant effect on employee performance with the value of the regression equation Y = 19.078 + 0.520 X1, a coefficient of 0.563 means that the two variables have a moderate level of relationship. The value of determination or contribution is 0.317 or 31.7% and the remaining 68.3% is influenced by other factors. Hypothesis testing is obtained by the value of t count > t table or (5.104 > 2.003) This is also strengthened by the value of value < Sig.0.05 or (0.000 < 0.05). Thus, H01 is rejected and Ha1 is accepted, this shows that there is a partially significant influence between leadership style on employee performance at PT Toys Games Indonesia Karwaci Mall Branch. This is in line with the results of Rizki Kurniawan's research, Ahmad Yani Hazir (2019:115) which states that Leadership, Motivation, Work Environment, and Organizational Culture have an influence on Employee Performance. The results of Widowati's research (2020:296) also state that Leadership, Work Environment, and Motivation have a simultaneous influence on Employee Work Productivity. In addition, it is also in line with the research results of Tomy Sun Siagian, Hazmanan Khair (2018:59) which states that Leadership Style, Work Environment, and Job Satisfaction have a positive and significant effect on performance.

CONCLUSIONS AND SUGGESTIONS

And from the results of the analysis and discussion of the influence of leadership style and work discipline on employee performance, as follows:

1. Based on the results of the analysis, it shows that leadership style has a significant effect on employee performance with the value of the regression equation Y = 19.078 + 0.520 X1, a coefficient of 0.563 means that the two variables have a moderate level of relationship. The value of determination or contribution is 0.317 or 31.7% and the remaining 68.3% is influenced by other factors. Hypothesis testing is obtained by the value of t count > t table or (5.104 > 2.003) This is also strengthened by the value of value < Sig.0.05 or (0.000 < 0.05). Thus, H01 is rejected

and Ha1 is accepted, this shows that there is a partially significant influence between leadership style on employee performance at PT Toys Games Indonesia Karwaci Mall Branch.

2. Based on the results of the analysis, it shows that work discipline has a significant effect on employee performance with the value of the regression equation Y = 21.206 + 0.464 X2, the coefficient of 0.596 means that the two variables have a moderate level of relationship. The determination value is 0.355 or 35.5% and the remaining 64.5% is influenced by other factors. Hypothesis test obtained value of t arithmetic > t table or (5.551 > 2.003). This is also reinforced by the value of value < Sig. 0.05 or (0.000 < 0.05). Thus, H02 is rejected and Ha2 is accepted, this shows that there is a partially significant influence between work discipline on employee performance at PT Toys Game Indonesia Karawaci Mall Branch.

3. Based on the results of the analysis, it shows that leadership style and work discipline have a significant positive effect on employee performance with the value of the regression equation Y = 15.287 + 0.303 X1 + 0.316 X2, the correlation coefficient of 0.653 means that the two variables have a strong relationship level. The value of determination or contribution is 0.427 or 42.7% and the remaining 57.3% is influenced by other factors not carried out by this study. Hypothesis testing is obtained by the calculated F value > F table or (20.452 > 3.16), this is also strengthened by value < Sig.0.05 or (0.000 < 0.05). Thus, H03 is rejected and Ha3 is accepted, this shows that there is a simultaneous significant influence between leadership style and work discipline on employee performance at PT Toys Games Indonesia Mall Karawaci Branch.

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