



## THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. BAMBU CEMERLANG (LAZADA) HUB SUMUR BATU

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### Abstrak

Penelitian ini menguji pengaruh gaya kepemimpinan dan disiplin kerja terhadap kinerja karyawan di PT. Bambu Cemerlang (LAZADA). Dalam konteks organisasi, faktor manusia sangatlah penting, mendorong semua aktivitas menuju pencapaian tujuan. Manajemen yang efektif bergantung pada karyawan yang berpengetahuan dan terampil yang beroperasi dalam kerangka kepemimpinan yang sesuai. Gaya kepemimpinan, yang didefinisikan sebagai norma perilaku yang membimbing pengaruh terhadap orang lain, secara signifikan memengaruhi kesuksesan organisasi. Demikian pula, disiplin kerja mendorong terciptanya keteraturan dan efisiensi, yang sangat penting untuk pencapaian tujuan. Melalui analisis kuantitatif menggunakan perangkat lunak SPSS, data dari wawancara, kuesioner, dan observasi dianalisis. Hasil menunjukkan bahwa baik gaya kepemimpinan maupun disiplin kerja secara signifikan memengaruhi kinerja karyawan. Efek gabungan dari kedua variabel ini memberikan kontribusi yang substansial terhadap kinerja karyawan, sebagaimana terbukti dengan koefisien determinasi sebesar 62,8%. Namun, sebanyak 37,2% variasi kinerja masih belum dapat dijelaskan, menunjukkan adanya faktor-faktor lain yang mempengaruhi. Studi ini memberikan bukti empiris yang mendukung pentingnya gaya kepemimpinan dan disiplin kerja dalam meningkatkan kinerja karyawan. Temuan ini memberikan wawasan berharga bagi strategi pengembangan sumber daya manusia dan berkontribusi pada literatur manajemen.

**Kata Kunci :** Gaya Kepemimpinan, Disiplin Kerja, Kinerja Karyawan

### Abstract

This research examines the influence of leadership style and work discipline on employee performance within PT. Bambu Cemerlang (LAZADA). In organizational contexts, human factors are paramount, driving all activities towards achieving goals. Effective management hinges upon knowledgeable and skilled employees operating within suitable leadership frameworks. Leadership style, defined as the behavioral norm guiding influence over others, significantly impacts organizational success. Similarly, work discipline fosters order and efficiency, crucial for goal attainment. Through quantitative analysis utilizing SPSS software, data from interviews, questionnaires, and observations were analyzed. Results indicate that both leadership style and work discipline significantly affect employee performance. The combined effect of these variables contributes substantially to employee performance, as evidenced by a coefficient of determination of 62.8%. However, 37.2% of performance variation remains unexplained, suggesting the presence of other influencing factors. This study provides empirical evidence supporting the importance of leadership style and work discipline in enhancing employee performance. The findings offer valuable insights for human resource development strategies and contribute to the management literature.

**Keywords:** Leadership Style, Work Discipline, Employee Performance.

## INTRODUCTION

In various fields, especially in organizational life, the human factor is the primary issue in every activity within it. An organization, being a consciously coordinated social unit, can be identified and works continuously to achieve its goals. All actions taken in every activity are initiated and determined by humans who are members of the company. Companies require potential human resources, both leaders and employees, in task patterns and supervision, which are determinants of organizational goal achievement. Human resources are the central figure in a company's organization. For management activities to run well, a company must have knowledgeable and highly skilled employees and strive to manage the company as optimally as possible so that employee performance increases. Leadership style is a behavioral norm used by someone when that person tries to influence the behavior of others. The leadership style is suitable when the company's goals have been communicated, and subordinates have accepted them. A leader must apply their leadership style to manage their subordinates because a leader will significantly influence the organization's success in achieving its goals. Leadership style is the key to whether all organizational activities succeed or fail, largely determined by leadership. Leadership style is an aspirational force, enthusiasm, and creative and moral spirit that can influence its members to change attitudes so that they conform with the leader's wishes. Behavior aligns with the leader's will due to the leader's interpersonal influence over subordinates, especially in the effort to achieve common goals and in the problem-solving process that must be faced collectively. Therefore, coercion, pressure, intimidation, and specific threats are unnecessary because the better the leadership style dimensions, the higher the performance level will be. The right Leadership Style will generate someone's motivation to achieve. Whether employees succeed in work performance can be influenced by their superiors' leadership style. A condition for discipline to be fostered in the workplace is the thorough division of work down to the lowest employees or officers so that people consciously know their tasks, how to do them, when work starts and ends, what the required work outcomes are, and to whom to account for the work results. Therefore, discipline must be cultivated to develop order and efficiency. Without good discipline, do not expect the emergence of an ideal leader or employee as expected by society and the organization or company. The leadership style at PT. Bambu Cemerlang (LAZADA), where the applied leadership style, can influence subordinates to cooperate in teams and be disciplined at work. The discipline system is very important and affects employee performance. This issue becomes very important because work discipline is a main drive or spirit for someone to work. Performance is an interdisciplinary approach to determining effective goals, planning, and application of methods. Negative factors that lower performance include, among others, the decline in employees' desire to achieve work performance, lack of punctuality in completing work, thus less adherence to rules, influences from the environment, coworkers who also decrease in enthusiasm, and the absence of examples to be used as benchmarks in achieving good work performance. All these are causes of the decline in employee performance at work. Factors that can be used to improve performance include leadership style and work discipline. Applying a system of leadership style and work discipline is a complex issue because it will affect the spirit and enthusiasm of employee work, which will also impact the improvement of employee performance. The research shows that leadership style and work discipline have an influence on employee work performance. Work discipline applied at PT. Bambu Cemerlang (LAZADA) is to improve attitudes of respect, appreciation, obedience, and compliance with prevailing regulations. Good performance is optimal performance, which meets organizational

standards and supports the achievement of organizational goals. A good organization strives to improve the capabilities of its human resources because it is a key factor in enhancing employee performance. Improving employee performance will advance the company to survive in an unstable business environment. Therefore, efforts to improve employee performance are the most serious management challenge because success in achieving goals and the company's survival depends on the quality of human resource performance within it. The employee performance implemented at PT. Bambu Cemerlang (LAZADA) has been able to meet the sales target demands with high income and has achieved the expected company work performance measurement targets.

**METHOD**

The method employed in this research encompasses several stages, ranging from data collection to data analysis, to obtain valid and accountable conclusions. The study was conducted at PT. Bambu Cemerlang (LAZADA) in Sumur Batu, Jakarta, spanning three months, divided into one month for data collection and two months for data processing until the presentation in the form of a thesis.

Data collection utilized various methods to secure accurate and in-depth information. Interviews were conducted directly with Lazada employees to understand their experiences and perspectives firsthand, while questionnaires were distributed to measure employees' attitudes, opinions, and perceptions regarding various work aspects using the Likert scale. Observations were also made to gather data on nonverbal behaviors and interactions in the workplace that could not be captured through interviews or questionnaires. Additionally, documentation from relevant sources was employed to support the collected data.

The data obtained were then analyzed using quantitative methods with the aid of SPSS software version 29.0. The analysis included validity and reliability tests, classic assumption tests, and multiple linear regression analysis to determine the influence of independent variables on the dependent variable. In this case, the independent variables included leadership style and work discipline, while the dependent variable was employee performance.

The results of the data analysis are expected to provide empirical evidence regarding the factors influencing employee performance at PT. Bambu Cemerlang (LAZADA), which will be beneficial for the company in formulating human resource development strategies and also contribute to the academic literature in the fields of management and organization.

**RESULT**

**A. Classical Assumption Test**

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test 2

	Unstandardized Residuals
N	42
Exponential Mean parameters.a,b	0.9722786
Most Extreme Absolute Differences Positive	0.194
Negative	0.062
Kolmogorov-Smirnov Z	-0.194
Asymp. Sig. (2-tailed)	0.89
	0.407

a. Test Distribution is Exponential.

b. Calculated from data.

Based on the table above, it is known that the significance value of Aslymp.Sig. (2-tailed) of 0.407 is greater than 0.05. It can be concluded that the data is normally distributed. Thus, the normality assumptions or requirements in the regression model have been met.

Table 2. Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	PINAN LEADERSHIP STYLE	0.957	1,045
	DISCIPLINE	0.957	1,045

a. Dependent Variable: PERFORMANCE\_EMPLOYEES

Based on the table above, it can be seen that the tolerance value is greater than 0.10, namely 0.957 and the VIF value is smaller than 10, namely 1.045. So referring to the basis of employee performance in the multicollinearity test, it can be concluded that the multicollinearity test is fulfilled.

Table 3. Heteroscedasticity Test Results

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2,061	0.8		2,578	0.01
PINAN LEADERSHIP STYLE	-0.02	0.035	-0.108	-0.67	0.5
DISCIPLINE	-0.04	0.033	-0.17	-1.07	0.29

a. Dependent Variable: ABRESID

Based on the table above, there is a Promotion variable (X1), which means the significance value of the Leadership Style variable is 0.504, greater than the probability number of 0.05 (0.504 > 0.05) and the significant value of the Work Discipline variable is 0.303, greater than the probability of 0.05 (0.294 > 0.05), then the conclusion in this study is that there are no symptoms of heteroscedacity in the regression model.

## B. Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression Analysis

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	5.55	1.47		3,776	0
PINAN LEADERSHIP STYLE	0.399	0.064	0.626	6,278	0
DISCIPLINE	0.228	0.061	0.373	3,738	0

a. Dependent Variable: PERFORMANCE\_EMPLOYEES

Based on Table 4.22 above, a constant value of 5.550 is obtained and the Leadership Style regression coefficient (X1) is 0.399 with a percentage of 39.9%, and Work Discipline (X2) is 0.228 with a percentage of 22.8% so that a multiple linear regression equation can be formed as follows:

$$Y = 5.550 + 0.399X_1 + 0.228X_2$$

Based on the results of the multiple linear regression analysis, as follows:

### 1. Constant

The constant value (a) is 5.550 (positive). This shows that if X1 and X2 are 0, then Employee Performance (Y) Leadership Style and Work Discipline PT. Bambu Cemerlang (LAZADA) is still the same / constant at 5,550

2. Leadership Style (X1) Employee Performance (Y)

The Leadership Style coefficient (X1) value of 0.399 is positive. If there is a change in Leadership Style (X1) by one unit, it will cause an average change in Employee Performance of 0.399 assuming that Work Discipline (X2) is constant or constant.

3. Work Discipline (X2) on Employee Performance (Y)

The Work Discipline coefficient (X2) value of 0.228 is positive. This means that if Work Discipline increases by one unit, employee performance will increase by 0.228 units assuming that other variables are constant or fixed.

C. Partial Test (t Test)

Table 5. t test results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	5.55	1.47		3,776	0
PINAN LEADERSHIP STYLE	0.399	0.064	0.626	6,278	0
DISCIPLINE	0.228	0.061	0.373	3,738	0

a. Dependent Variable: PERFORMANCE\_EMPLOYEES

Based on the test results in Table 4.23 above, it can be explained as follows:

1) Leadership Style (X1) on Employee Performance (Y)

In the table above there is a significant value (Sig.) 0.000 for Leadership Style (X1), which means the value (Sig.)  $0.000 < \text{probability value } 0.05$  and the calculated t value for the Leadership Style variable (X1) is 6.278 and the t table value is 2.021, meaning  $t \text{ count } 6.278 > t \text{ table } 2.021$ , then  $H_0$  is rejected and  $H_1$  is accepted. So, it can be concluded that the leadership style variable (X1) has a significant influence on employee performance.

2) Work discipline (X2) on employee performance (Y)

In the table above there is a significant value (Sig.) 0.001 for work discipline (X2), which means the value (Sig.)  $0.001 < \text{probability value } 0.05$  and the calculated t value for the work discipline variable (X2) is 3.738 and the t table value is 2.021.

$H_1$ : There is a significant influence of the independent variables (Leadership style and work discipline) partially on the dependent variable (Employee performance)

D. Hypothesis Test (F Test)

Table 6. F Test Results  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	97,453	2	48,727	32.98	,000b
	Residual	57,618	39	1,477		
	Total	155,071	41			

a. Dependent Variable: PERFORMANCE\_EMPLOYEES

b. Predictors: (Constant), DISCIPLINE, LEADERSHIP\_STYLE

Based on the test results in Table 4.26 above, it can be seen that the calculated F value is 32,982 and the F table can be looked for in the statistical table at a significance of 0.05 with  $df_1 = 2$ ,  $df_2 = 39$  is 3.24, so it can be concluded that  $\text{calculated } F > F \text{ table } (32.982 > 3.24)$  which means  $H_0$  is rejected and  $H_1$  is accepted.

$H_1$ : There is a significant influence of the independent variables (Leadership style and work discipline) together on the dependent variable (employee performance).

Table 7. Coefficient of Determination Results

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	0.628	0.609	1,215

a. Predictors: (Constant), DISCIPLINE, LEADERSHIP\_STYLE

b. Dependent Variable: PERFORMANCE\_EMPLOYEES

Based on the determination results in Table 4.25 above, the R<sup>2</sup> (R Square) value is 0.628. This shows that the magnitude of the relationship between the two independent variables, namely leadership style (X1) and work discipline (X2), has an influence of 0.628 with a percentage of 62.8% on the dependent variable employee performance (Y), the R Square value provides a positive understanding of 0.628 with a percentage of 62.8 The remaining %, namely 37.2%, is influenced by other factors not included in the regression model. Then, regarding the simultaneous correlation relationship in the table, it can be seen that the R number is 0.793 or 79.3%, this shows that there is a positive and significant correlation between all the independent variables and the dependent variable and can be categorized as strong.

## DISCUSSION OF RESEARCH RESULTS

Based on the results of the data analysis above, research can be explained regarding the influence of Leadership Style and Work Discipline on Employee Performance at PT. Brilliant Bamboo (LAZADA) as follows:

### 1. The Influence of Leadership Style (X1) on Employee Performance (Y).

Based on the results of the t test analysis, the Leadership Style variable (X1) t calculated at 6,278 with a t table of 2,021, or t calculated > t table shows that Leadership Style (X1) has a significant influence on Employee Performance (Y). The results of the F test analysis with a calculated F value of 32,982 > F table 3.24 mean that H0 is rejected and H1 is accepted, meaning that Leadership Style (X1) has a significant effect on Employee Performance (Y).

### 2. Influence of Work Discipline (X2) on Employee Performance (Y).

Based on the results of the t test analysis, the Work Discipline variable (X2) t is 3,738 with a t table of 2.021, or t count > t table shows that Work Discipline (X2) has a significant influence on Employee Performance (Y). The results of the F test analysis with a calculated F value of 32,982 > F table 3.24 mean that H0 is rejected and H1 is accepted, meaning that Work Discipline (X2) has a significant effect on Employee Performance (Y).

### 3. The Influence of Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y).

Based on the test analysis results, the calculated F value is 32,982 > F table 3.24, H0 is rejected and H1 is accepted, meaning that together (simultaneously) Leadership Style (X1) and Work Discipline (X2) have a significant effect on Employee Performance (Y). The value of the R<sup>2</sup> Determination Coefficient (R Square) is 0.628 or 62.8%, this shows that the Leadership Style variable (X1) and the Work Discipline variable (X2) contribute 62.8% to the Employee Performance variable (Y) while 37.2% is influenced by other factors. not included in the regression model.

## CONCLUSION

Based on the presented research findings, it can be concluded that leadership style and work discipline significantly influence employee performance at PT. Bambu Cemerlang

(LAZADA). Both variables have been demonstrated to have a positive and significant impact on employee performance.

Firstly, leadership style (X1) significantly affects employee performance (Y). This conclusion is supported by both the t-test and F-test analyses, indicating a significant effect of leadership style on employee performance.

Secondly, work discipline (X2) has also been shown to have a significant influence on employee performance (Y). The analysis indicates a substantial effect of work discipline in enhancing employee performance.

Thirdly, when considering both leadership style and work discipline together, they collectively have a significant impact on employee performance. This conclusion is supported by the results of the F-test analysis, indicating that the combined effect of these variables is significant.

Furthermore, the coefficient of determination (R Square) suggests that leadership style (X1) and work discipline (X2) together contribute approximately 62.8% to employee performance (Y). This indicates a strong relationship between these variables and employee performance.

However, approximately 37.2% of employee performance variation remains unexplained by the model, suggesting that other factors not included in the regression model may also influence employee performance.

Overall, the research underscores the critical role of leadership style and work discipline in shaping employee performance within PT. Bambu Cemerlang (LAZADA). These findings can inform human resource development strategies within the company and contribute to the broader academic literature on management and organization.

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