The Influence of Leadership and Work Discipline Towards Employee Performance at PT. Kereta Api Indonesia (Persero) Divisi Regional I Sumatera Utara

Muhammad Fahmi[1,] Fenny Sanika[2]
Faculty of Economic and Business, Universitas Muhammadiyah Sumatera Utara[1,2]
Jl. Kapten Mukhtar Basri No. 3 Telp. (061) 6624567 Medan 20238
Correspondence Email: muhammadfahmi@umsu.ac.id

ABSTRACT

The purpose of this research is to find out the siginificant influence of leadership and work discipline against the employee performance in PT KeretaApi Indonesia, (Persero) Divisi Regional I Sumatera Utara. Research methods the research done is associative, where variables are measured by Likert scale. Method of data collection is done with the list of questions, interviews, documentation study and observation. . The population in this research is all of the employeeson the PT Kereta Api Indonesia Divisi Regional I Sumatera Utara totalling87 people.Data processing using the software SPSS version 20, with descriptive analysis and multiple regression analysis of hypothesistesting.

The results showed that, partially, there are significant relationship between leadership and work discipline toward employee performance. And simultaneously, there are significant relationship between leadership and work discipline as the dependent variables and employee performance as independent variable.

Keywords: Leadership, Work Discipline, Employee Performance

INTRODUCTION

In running an institution or organization, employee performance is very important for the success of a company as a whole so that business owners need employees who are able to complete work effectively.

Performance is the achievement of organizational goals that can form quantitative or qualitative outputs, creativity, flexibility and dependability or other things desired by the organization. Individual performance contributes to group performance which further contributes to the performance of the organization (Suprihati, 2014).

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. For the achievement of the goals set by the company, every company will strive to always improve the performance of its employees by realizing work satisfaction through leadership and work discipline in accordance with the expectations of its employees (Afandi, 2016). Factors affecting employee performance are individual factors related to expertise, motivation, commitment, discipline and so on.

The leadership factor is related to the support and appreciation given by the leader (Hendrico, 2014) Leadership is a process of one's activities to move others, to do something in order to achieve the expected results (Sutrisno, 2010). One aspect that affects employee performance is leadership, where leadership is leadership, where leadership is a process that influences others to understand and agree on what needs to be done effectively, as well as processes to facilitate individual and collective efforts to achieve common goals (Suprihanto, 2014).

Work discipline is a tool used by managers to communicate with employees so that they are willing to communicate with employees so that they are willing to change a behavior and as an effort to increase people's awareness and willingness to obey all company regulations and prevailing social norms (Sutrisno, 2009).

Discipline is a management action to encourage employees to comply with various requirements in other words employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of these employees voluntarily coordinating with other employees to improve work performance (Arda, 2017).

Based on the initial survey at PT. Kereta Api Indonesia (Persero) DIVRE 1 SU, there is less than optimal employee performance caused by some employees who do not carry out their

duties in accordance with the rules that apply to the company. Lack of employee discipline can be seen from the delay in coming to the office in the morning and after the break. Related to leadership is the lack of clarity in the leader reprimanding employees who do not complete tasks or employees who are late coming to the office.

THEORETICAL FOUNDATION
1. Performance
Performance is the contribution of individuals both positive and negative that individuals give to their organizations. Performance is a condition that must be known and confirmed to certain parties who know the level of achievement of individual results that are connected with the vision carried by an organization. According to (Noor, 2013, p.271) states "performance is a record of the effects resulting from the work function or activity during a certain period related to organizational goals."

According to Mangkunegara (2017, p.27) "performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him." According to Wibowo (2016, p.4) "performance is the implementation of the plan that has been prepared."

According to the above understanding, it can be concluded that performance refers to the work that is measured based on the tasks that are charged. Work results achieved by employees must be able to provide important benefits for the company that can be seen in terms of the quality felt by the company both in the present and in the future.

According to Noor (2013, p.281) Performance is not only influenced by a number of efforts by someone, but is also influenced by ability, such as:
a) Knowledge
b) Work
c) Expertise
d) And how does one feel the role that is delivered.

2. Leadership
Leadership can be defined as an action or an effort to motivate others to want to work acting towards the achievement of organizational goals that have been set. According to (Sutrisno, 2009, p.213) Leadership is a process of activities of a person to move others by leading, guiding, influencing others to do something in order to achieve the expected results.

According to (Busro, 2018) Leadership is a psychological process in accepting the responsibilities of the task, self, and the fate of others. Leadership is a process by a person or group trying to influence the tasks of others and attitudes towards the end of the desired results to achieve the vision and mission of the organization (Moehriono, 2012,p.382).

3. Work Discipline
Discipline has many broad and different meanings, therefore discipline has various meanings. The notion of discipline has been widely defined in various versions. According to Saifuddin (2018) discipline is compliance with obeying the rules and regulations that have been set.

According to Singodimedjo in (Sutrisno, 2009) factors that influence employee discipline:
1) The size of compensation
2) The presence or absence of leadership in the company.
3) The presence or absence of definite rules that can be used as a handle.
4) Courage of the leader in taking action.
5) The presence or absence of leadership supervision.
6) Whether there is any concern for employees.
7) Created habits that support the establishment of discipline.

A. Conceptual Framework
The conceptual framework is a scientific explanation of prepositions between concepts / between constructs or links / relationships between research variables (Juliandi, Irfan, & Manurung, 2014).

1. Effect of Leadership on Employee Performance.

Leadership is a very important factor in influencing company performance results, because leadership is the main activity related to achieving organizational goals (Siagian & Hazmanan, 2018). (Arianty, 2015) concluded that leadership has a positive influence on employee performance.

2.   Effect of Work Discipline on Employee Performance

Organizations that succeed in achieving their goals and are able to fulfill their social responsibilities will be very dependent on the leader, if the leader is able to carry out well, it is very likely that the organization will achieve its goals.

Research Results (Jufrizen, 2018), Arda (2017), concluded that there is a positive and significant influence between work discipline and employee performance.

3.   Effect of Leadership and work discipline on employee performance

From the influences described above, leadership and work discipline together have a significant effect on employee performance. Arianty (2016) in her research results concluded that leadership and Work Discipline have an influence with employee performance at PT. Pelindo Belawan Branch.

Figure I : Research Paradigm
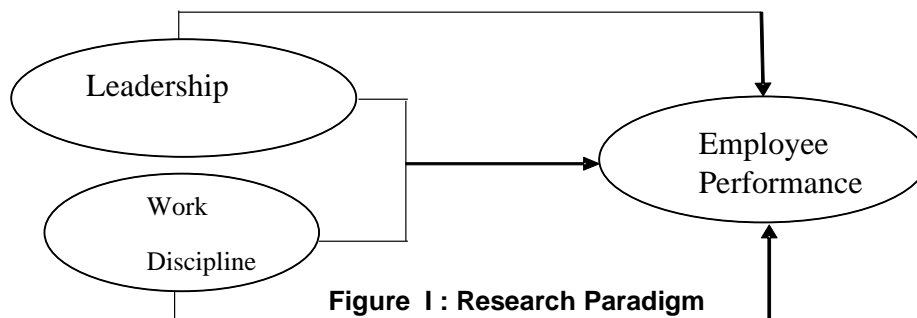
 4. **Hypothesis**

The hypothesis is a temporary answer to the problem that is the object of research (Rukajat, 2018). Based on the constraints, formulation and conceptual framework above, the research hypothesis is formulated as follows:

1.   There is a leadership influence on employee performance at PT. Kereta Api Indonesia (Persero) Divre I SU
2.   There is an influence of work discipline on employee performance at PT. Kereta Api Indonesia (Persero) Divre I SU
3.   There is an influence of leadership and work discipline on employee performance at PT. Kereta Api Indonesia (Persero) Divre I SU

RESEARCH METHOD

This study uses an associative research approach namely to find out the relationship between two or more variables. Where the relationship between variables in the study will be analyzed using relevant statistical measures of the data to test the hypothesis. According to (Sugiyono, 2017) associative research is research that is asking the relationship between two or more variables.

The population in this study were only employees in each unit of PT. Kereta Api Indonesia (Persero) Medan Divre 1, which numbered as many as 87 people and using saturated sampling technique which is a technique of determining the determination of samples when all populations are used as samples. Therefore in this study the authors determined all populations totaling 87 people.

The techniques used by the author to collect data needed in this study are: Observation, Documentation Study, Interview, Questionnaire.

The analysis technique used in this research is quantitative data analysis, which is testing and analyzing data by calculating the numbers and then pulling the conclusion of the test with the

formulas below :, Classic Assumption Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple Linear Regression, Hypothesis Testing, Persial Test (t test), Simultaneous Test (F Test). Coefficient of Determination.

RESEARCH RESULTS AND DISCUSSION
1. Classic assumption test
    a) Normality Test

    The purpose of the data normality test is to see if the regression model of the dependent and independent variables has a normal distribution or the reverse is not normal. With the provisions of the test if the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the normality assumption. To find out whether the research data has normal or not can be seen from the scater plot below:
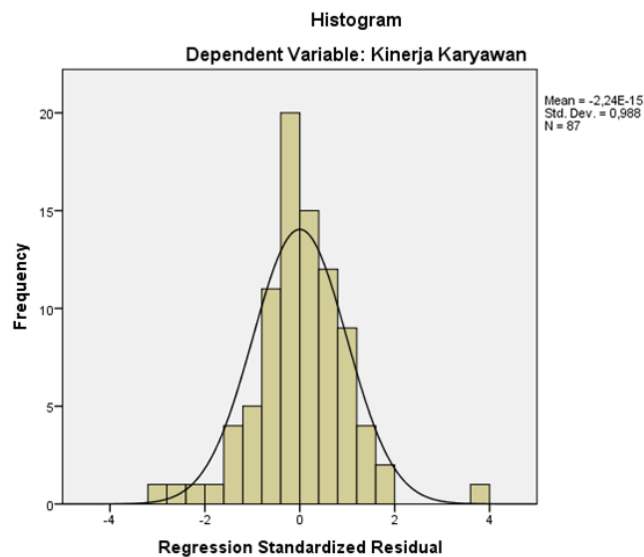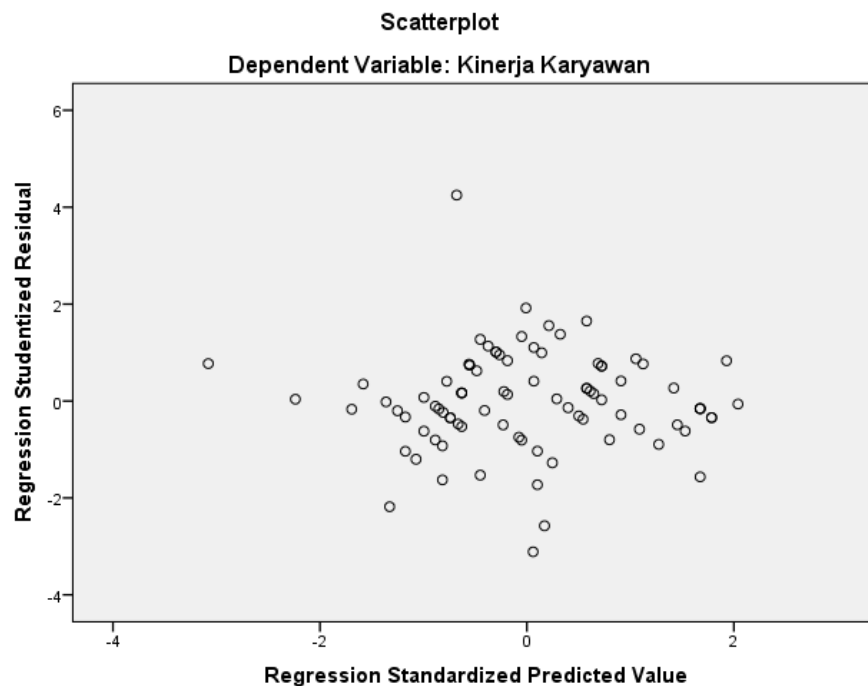
Figure II. Histogram

Figure III. Scatter Plot

From the figure II, above the histogram graph shows that the histogram graph shows a good data pattern. The residual standardized regression curve forms an image like a bell and follows the direction of the diagonal line so that it meets the assumption of normality. While the IV-2 graph of the plot scater chart above is normally distributed, this is because the data spreads on the diagonal line and follows the direction of the diagonal line.

b) Multicollinearity

Testing the multicollinearity of the variables of this study through the calculation of independent tests between independent variables can be seen and the results of collinearty statistics analysis. To see the tolerance value, it can be known that there is no multicollinearity, if the tolerance value is greater than 0.10 or if the VIF value <10.00 and multicollinearity if the tolerance value is smaller or equal to 0.10 or if the VIF value> 10.00.

Table of Multicollinieritas Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.412	1.999		2.207	.030		
Kepemimpinan	.605	.061	.616	9,844	.000	.814	1.229
Disiplin Kerja	.262	.043	.384	6.141	.000	.814	1.229

Based on the multicollinearity test table above, it can be understood that the two independent variables namely Leadership (X1) and Work Discipline (X2) do not have a collinearity statistical value or are free from multicollinarity, namely:

1) Leadership tolerance value is 0.814> 0.10 and VIF value is 1.229 <10 then the Leadership variable is declared free.
2) The tolerance value of Work Discipline is 0.814> 0.10 and the VIF value is 1.229 <10 then the Work Discipline variable is declared free.
3)

c). Heteroscedasticity Test

Heteroscedasticity test is used to find out whether or not there is a deviation from the classical heterokedacity assumption, that is, the variance of the residual inequality for all observations in the regression model. The requirement that must be met in the regression model is the absence of heterokedacity symptoms.

To find out whether or not heterokedacity in the regression model of this study, can use the plot graph method, among others, the prediction of the dependent variable (ZPRED) with the residual (SRESID). The basis for making this is as follows:

Figure of Heteroscedasticity Test

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kinerja Karyawan
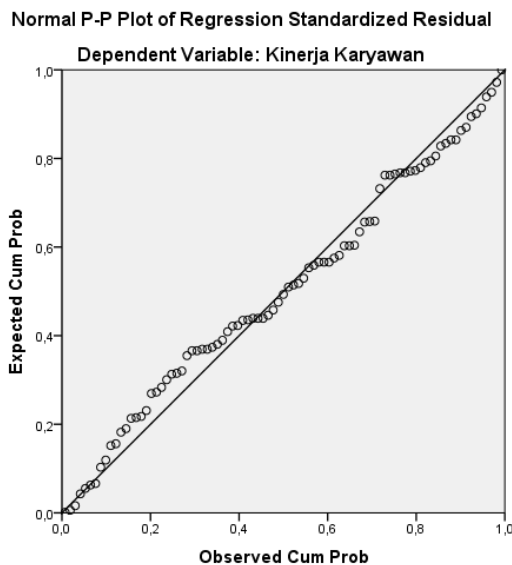
Based on the scatterplot image above, it can be seen that the variables in this study based on heterokdacity testing can be interpreted that there is no heteroskedacity in the research variables used. Because there is no clear pattern and the points spread above and below the number 0 on Y growth.

2) Hypothesis

   a. T test

   T test is used to test whether the independent variable (X) regression coefficient partially has a significant relationship or not on the dependent variable (Y)
.

Tableof T Test
Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,412	1,999		2,207	,030
	Kepemimpinan	,605	,061	,616	9,844	,000
	Disiplin Kerja	,262	,043	,384	6,141	,000

Source: SPSS Data Processing Results (2019)

From the above data and spss processing it can be seen:
thitung = 9,844
table = 1,988

Decision making criteria:
   a) If the value of tcount <ttable, then H0 is accepted and Ha is rejected so that the work discipline variable has no effect on employee performance.
   b) If the tcount> ttable, then H0 is rejected and Ha is accepted so that the work discipline variable influences employee performance.

From the test results partially the influence between leadership on employee performance is obtained tcount (9,844)> ttable (1,988), with level (Sig 0,000 <α0,05). Thus H0 is rejected and Ha is accepted, in conclusion: there is a significant influence between leadership (X1) on employee performance (Y) at PT. KAI (Persero) Divre I SU..
From the test results partially the influence of motivation on employee performance was obtained tcount (6.141)> ttable (1.988), with a level (Sig 0.000 <α0.05). Thus H0 is rejected and Ha is accepted, in conclusion: there is a significant influence between work discipline (X2) on employee performance (Y) at PT. KAI (Persero) Divre 1 SU.

Discussion

1. The Effect of Leadership on Employee Performance at PT. Kereta Api Indonesia (Persero) Regional Division I North Sumatra

From the test results partially the influence between leadership (X1) on employee performance (Y) obtained tcount (9,844)> ttable (1,988), with level (Sig 0,000 <α0,05). Thus H0 is rejected and Ha is accepted, in conclusion: there is a significant influence between leadership (X1) on employee performance (Y) at PT. Kereta Api Indonesia (Persero) Regional Division I North Sumatra.

According to Sutrisno (2009, p. 213) Leadership is a process of activities of a person to move others by leading, guiding, influencing others to do something in order to achieve the expected results

Arianty's research results (2016), Arda (2017) concluded that leadership has a positive influence on employee performance. This means that leadership (X1) on employee performance (Y) has a positive or significant effect.

2. Influence of Motivation on Employee Performance on the Indonesian Railways (Persero) Regional Division I North Sumatra

From the partial test results the influence between Work Discipline (X2) on employee performance (Y) obtained tcount (6,141)> ttable (1,988), with a level (Sig 0,000 <α0,05). Thus H0 is rejected and Ha is accepted, in conclusion: there is a significant influence between work discipline (X2) on employee performance (Y) at PT. Kereta Api Indonesia (Persero) Regional Division I North Sumatra.

Arda Research Results (2017), Jufrizen (2018), Saripuddin and Handayani (2015) concluded that there is a positive influence between work discipline and employee performance. This means that work discipline (X2) on employee performance (Y) has a positive or significant effect.

3. Effect of Leadership and Work Discipline on Employee Performance at PT. Kereta Api Indonesia (Persero) Regional Division I North Sumatra

Based on the results of the F test above it is known that the value of Fcount is 114.759 with a significant level of 0.000, while the F table is 3.11 with a significant 0.05. Thus Fcount> Ftable ie 114.759> 3.11 with a significant value of 0.000 (Sig 0.000 <α0.05), thus H0 is rejected, the conclusion: there is a significant influence of leadership (X1) and work discipline (X2) on employee performance (Y) at PT. Kereta Api Indonesia (Persero) Regional Division I North Sumatra.

According to Mangkunegara (2017, p. 67) performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This is in line with research conducted by Arianty (2016) concluding that leadership and work discipline influence employee performance. This means that leadership (X1) and work discipline (X2) on employee performance (Y) have a positive or significant effect.

CONCLUSION AND SUGGESTION

A. Conclusion

From the results of the discussion from the previous chapter it can be concluded as follows:

1. Based on the partial test results of the influence of leadership on employee performance obtained tcount (9,844)> ttable (1,988) with a significant level of 0,000 <0.05. From these results it can be concluded that Ha was accepted Ho was rejected. This shows that there is a significant influence between leadership on employee performance.

2. Based on partial test results the effect of work discipline on employee performance was obtained tcount (6.141)> ttable (1.988) with a significant level of 0.000 <0.05. From these

results it can be concluded that Ha was accepted Ho was rejected. This shows that there is a significant influence between work discipline on employee performance.

3. Based on the results of simultaneous testing it is known that the value of Fcount is (114.759) with a significant level of 0.000, while Ftable (3.11) a significant level of 0.000 <0.05. From these results it can be concluded that Fcount ≥ Ftable ie 114.759≥ 3.11 means Ha is rejected so it is concluded that there is a significant influence between leadership and work discipline on employee performance.

B. Suggestion

Based on the conclusions stated earlier, then to improve the performance of the employees of PT. Kereta Api Indonesia (Persero) Regional Division I North Suamtera can be given the following advice:

1. Leadership in improving employee performance at PT. Kereta Api Indonesia (Persero) Regional Division I Suamtera Utara is good enough, so it needs an effort to maintain the value of values contained in the leadership, so that the performance of the employees can still be achieved to the maximum.

2. Work discipline at PT. Kereta Api Indonesia (Persero) Regional Division I North Suamtera needs to be improved again. In order to support the achievement of maximum employee performance

3. It is expected that the company's leadership will be able to maintain and improve the leadership system which has been considered good enough and always pays attention to employee discipline, thus achieving employee performance will be even better.

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