



ANALYSIS OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PDAM TIRTA JENEBERANG GOWA REGENCY

ANALISIS GAYA KEPEMIMPINAN DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PDAM TIRTA JENEBERANG KABUPATEN GOWA

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Abstract

This study is a quantitative research aimed at determining the effect of leadership style and work discipline on employee performance at PDAM Tirta Jeneberang in Gowa Regency. The sample was taken from PDAM Tirta Jeneberang in Gowa Regency. The type of data used in this study is quantitative data obtained from questionnaires distributed and related to the issues under study. The sampling technique used in this study was the Slovin formula. The sample processed in this study consisted of 80 people. Data collection was carried out by distributing questionnaires. In this study, the data sources used in data collection included primary and secondary data. The research instrument used in this study was the Likert scale method. The results of the study were processed using the Statistical Package for the Social Sciences (SPSS) version 27 application. Based on the results of the study, it was found that leadership style and work discipline had a positive and significant effect on employee performance.

Keywords: Leadership Style, Work Discipline, Employee Performance.

Abstrak

Penelitian ini merupakan jenis penelitian bersifat kuantitatif dengan tujuan untuk mengetahui pengaruh gaya kepemimpinan dan disiplin kerja terhadap kinerja karyawan pada PDAM Tirta Jeneberang Kabupaten Gowa. Sampel ini diambil dari PDAM Tirta Jeneberang Kabupaten Gowa. Jenis data yang digunakan dalam penelitian ini adalah data kuantitatif yang diperoleh dari kuesioner yang dibagikan dan berhubungan dengan masalah yang diteliti. Teknik pengambilan sampel dalam penelitian ini adalah menggunakan rumus Slovin. Adapun Sampel yang diolah dalam penelitian ini sebanyak 80 orang. Pengumpulan data dilakukan dengan pembagian kusioner. Dalam Penelitian ini sumber data yang digunakan dalam pengumpulan data mencakup data primer dan data sekunder. Instrumen penelitian yang digunakan dalam penelitian ini menggunakan metode skala Likert. Hasil penelitian yang diperoleh diolah menggunakan aplikasi Statistical Package for the Sosial Science (SPSS) versi 27. Berdasarkan



hasil penelitian yang telah dilakukan, menunjukkan bahwa gaya kepemimpinan dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan.

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

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1. INTRODUCTION

Human resources are productive individuals who work as the driving force of an organization, whether in an institution or a company, and function as assets that must be trained and developed. Human resources are the main element of an organization compared to other resource elements such as capital and technology, because it is humans themselves who control the other factors (Syuhada, W., Midisen, K., & Mamun, S. 2022).

In an organization, leadership plays a dominant, crucial, and critical role in overall efforts to improve employee discipline, whether individual, group, or organizational. Leadership is manifested through a consistent work style or way of working with others. The leader of an organization will strive to motivate and direct employees to be disciplined and have a high work ethic so that they can achieve the expected performance (Sulaeman, et al. 2023).

Hasibuan (in Fitriana, P., & Azis, A. 2023) states that leadership style is a way for a leader to influence the behavior of their subordinates with the aim of encouraging high morale, job satisfaction, and high employee productivity in order to achieve maximum organizational goals. In addition to leadership style, employee performance can also be influenced by other factors such as work discipline. Low attendance or employee absenteeism will lead to a decline in work quality, whereas discipline means that employees are aware and willing to perform all their tasks effectively and efficiently.

A combination of effective leadership style and high work discipline is essential to improve employee performance. In identifying a leadership style and work discipline, indicators are needed to measure both factors. The indicators for measuring leadership style according to Kartono (2016) include five indicators, namely: 1) decision-making ability; 2) motivational ability; 3) communication ability; 4) ability to control subordinates; and 5) ability to control emotions. Meanwhile, the indicators for measuring work discipline according to Pandi and Afandi (2018) consist of two dimensions, namely: 1) punctuality; and 2) work responsibility.

Employees produce something called performance when carrying out their work. Improving performance is desirable for both employers and employees. On the other hand, employees are interested in self-development and promotion. Performance comes from the word "performance," which we generally understand to mean the results or achievements of work. However, performance actually has a broader meaning, not only referring to the results or achievements of work but also including how the work process takes place (Nadia, et al. 2023). Employee performance plays an important role in the success of a company. If employees perform well and productivity increases, the company can achieve its goals more effectively and efficiently. Good performance also ensures high service quality, which can increase customer satisfaction and loyalty.

In an organizational context, employee performance is a crucial factor that determines the success of a company. To assess employee performance in a company, indicators are needed to measure this factor. According to Stephen P Robbins (in Syarifuddin et al, 2023),



the indicators for measuring employee performance are determined by five things, namely: 1) performance quality; 2) performance quantity; 3) working time; 4) cooperation; and 5) punctuality.

The utilization of human resources plays an important role that every individual in an organization or company needs to be aware of in order to strive for various ways to keep the company growing. One way to maintain the company's human resources so that they continue to improve is by maintaining the work discipline of every individual involved in the organization or company. The Tirta Jeneberang Regional Water Company requires potential human resources, both in leadership and among employees, in a pattern of duties and supervision that determines the achievement of the objectives of the Tirta Jeneberang Regional Water Company.

The Regional Water Company is a Regionally Owned Enterprise owned by the City/Regency Government as its capital owner. As part of the public sector organization, PDAM is a business entity that provides clean water services to its customers (Fitriyani D., et al. 2015). The Regional Water Company (PDAM) Tirta Jeneberang in Gowa Regency is one of the clean water service providers or drinking water providers for the community in Gowa Regency, which is supervised and monitored by the regional legislature and executive officials.

PDAM Tirta Jeneberang in Gowa Regency is not just a place, but also a facility, institution, and organization that provides affordable and quality services to the community in order to improve the quality of water services or clean water supply in the community, especially in Gowa Regency. In carrying out these tasks, the company's performance must be optimal. High performance includes efficiency in resource management, consistent water distribution, and rapid response to technical constraints. This effectiveness ensures the continuous availability of clean water of good quality, which has a direct impact on public health. Good management and effective leadership are necessary to achieve optimal performance. Without good performance, PDAM will find it difficult to meet the needs of the community, which can have a negative impact on customer trust and satisfaction. Thus, optimal performance is necessary for the operational success of PDAM and the welfare of the community it serves.

The phenomenon of low employee performance at PDAM Tirta Kabupaten Gowa is a major concern for management and the author, given the importance of performance in the company's operational continuity. Based on previous research conducted by Andi Mallihungan (2019) entitled "Analysis of Service Quality on Customer Satisfaction at the Tirta Jeneberang Regional Water Company in Gowa Regency," it was found that service quality has a significant effect on customer satisfaction. The results of the study indicate that customer satisfaction can be achieved through improvements in service quality, including responsiveness, reliability, and customer care. Based on these findings, this study aims to further analyze how leadership style and work discipline affect employee performance at PDAM Tirta Jeneberang in Gowa Regency, given the various changes in organizational structure and newly implemented management policies.

2. RESEARCH METHOD

The type of research used in this study is quantitative descriptive. According to Sugiyono (2017), quantitative descriptive research is research that determines the existence of independent variables, or only one or more variables (discrete variables or independent



variables), without comparing the variables themselves and seeking the relationship between them. In this study, the researcher conducted research at the Regional Water Company (PDAM) Tirta Jeneberang in Gowa Regency. The population in this study refers to all employees of the Regional Water Company (PDAM) Tirta Jeneberang in Gowa Regency, totaling 400 people. Then, a sample of 80 respondents was drawn. In determining the percentage considered appropriate in determining the sample, the Slovin formula (Ryan, T. P. 2013) can be used. The data sources in this study were primary data, namely through the distribution of questionnaires, and secondary data, namely by collecting information in the form of data that had been processed by other parties previously. Data collection techniques were carried out using questionnaires with a Likert scale and documentation, which contained records of past events and photographs. The data analysis methods used were: 1. research instrument testing, including validity and reliability testing; 2. classical assumption testing, including normality, multicollinearity, and heteroscedasticity testing; 3. hypothesis testing, including F-test, t-test, and coefficient of determination testing.

3. RESULTS AND DISCUSSION

In this chapter, the researchers present data from studies that have been conducted. Hypothesis testing was performed using SPSS version 27, and t-tests were used to determine the significance level of the test results. The test results are presented as follows:

Table 1 Leadership Style Validity Test Results

| Indicator | r_calculate | r_table | Sig. | Description |
|-----------|-------------|---------|-------|-------------|
| X1.1 | 0,479 | 0.361 | 0,007 | Valid |
| X1.2 | 0,797 | 0.361 | 0,001 | Valid |
| X1.3 | 0,871 | 0.361 | 0,001 | Valid |
| X1.4 | 0,806 | 0.361 | 0,001 | Valid |
| X1.5 | 0,478 | 0.361 | 0,008 | Valid |

Table 2 Work Discipline Validity Test Results

| Indicator | r_calculate | r_table | Sig. | Description |
|-----------|-------------|---------|-------|-------------|
| X2.1 | 0,920 | 0.361 | 0,001 | Valid |
| X2.2 | 0,746 | 0.361 | 0,001 | Valid |
| X2.3 | r_0,853 | r0,361 | 0,001 | Description |
| X2.4 | 0,746 | 0,361 | 0,001 | Valid |
| X2.5 | 0,920 | 0.361 | 0,001 | Valid |
| Y2 | 0,788 | 0.361 | 0,001 | Valid |
| X2.6 | 0,767 | 0.361 | 0,001 | Valid |
| Y3 | 0,734 | 0.361 | 0,001 | Valid |



Table 3
Employee Performance Test Results

| | | | | | |
|----|-------|-------|-------|-------|-----------------|
| Y4 | 0,516 | 0.361 | 0,004 | Valid | Validity |
| Y5 | 0,734 | 0.361 | 0,001 | Valid | |

Based on the data in Table 1 above, it shows that all items of questions from the leadership variable are declared valid, the sig. value of all r_count items is above 0.361 and the significance value is less than 0.05, so all items in the instrument are considered valid.

Based on the data in Table 2 above, it shows that all items of questions from the work discipline variable are declared valid, the sig. value of all r_count items is above 0.361 and the significance value is less than 0.05, so all items in the instrument are declared valid.

Based on the data in Table 3 above, it shows that all statement items from the competency variable are declared valid, the sig. value of all r_count question items is above 0.361, and the significance value is less than 0.05, so all statement items in the instrument are considered valid.

Table 4 Reliability Test Results

| No | Variable | Cronbach's Alpha | Reliability |
|----|------------------|------------------|-------------|
| 1 | leadership style | 0,739 | Reliable |
| 2 | Work Discipline | 0,878 | Reliable |
| 3 | Kinerja Karyawan | 0,747 | Reliable |

Based on Table 4 above, it shows that Cronbach's alpha value for all variables is greater than 0.6, so it can be concluded that the questionnaire used to describe the variables of leadership, work discipline, and employee performance can be considered reliable and dependable as a tool for measuring variables.

The normality test

The testing criteria used to test normality in this study was statistical analysis using the Kolmogorov-Smirnov Test. Data is said to be normally distributed if it shows a



significance value on the Kolmogorov-Smirnov Test of more than 5%. The results of the normality test in this study are as follows:

Table 5 Normality Test Results

| One-Sample Kolmogorov-Smirnov Test | | |
|--|----------------|-------------------------|
| | | Unstandardized Residual |
| N | | 80 |
| Normal Parameters ^{a,b} | Mean | 0.0000000 |
| | Std. Deviation | 1.20740276 |
| Most Extreme Differences | Absolute | 0.073 |
| | Positive | 0.070 |
| | Negative | -0.073 |
| Test Statistic | | 0.073 |
| Asymp. Sig. (2-tailed) | | 0.200 ^d |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |

Based on Table 5 above, the asymptotic Sig (2-tailed) value obtained is 0.200, which is greater than 0.05. Therefore, it can be said that the data in this study is normally distributed.

Multicollinearity test

Multicollinearity testing arises due to the existence of causality between two or more independent variables that are jointly influenced by a third variable outside the model. Multicollinearity testing is used to test for correlations between independent variables specified in the regression model of the study. The criteria for testing multicollinearity in this study are that there is no multicollinearity if the tolerance value is > 0.10 or $VIF < 10$. The results of the multicollinearity test analysis in this study can be seen in the table below:

Table 6 Multicollinearity Test Result

| Variabel Bebas | Tolerance | VIF | Description |
|----------------|-----------|-------|-------------------------------|
| X1 | 0.778 | 1.286 | There is no multicollinearity |
| X2 | 0.778 | 1.286 | There is no multicollinearity |

a. Dependent Variable: Y

Based on the data in Table 6 above, it can be seen through the Variance Inflation Factor (VIF) that each independent variable has a $VIF < 10.0$ and a tolerance value > 0.10 . This means that the independent variables, namely Leadership Style and Work Discipline, are not correlated with each other, so it can be stated that the multiple linear regression model is free from the assumption of multicollinearity.



Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is variance inequality in the regression model from one observer to another. In this study, the heteroscedasticity test will be conducted using the Glejser test with the help of the SPSS program and also by looking at the scatterplot graph. The results of the heteroscedasticity test analysis in this study are as follows:

Table 7 Heteroscedasticity Test Results

| Coefficients ^a | | | | | | |
|---------------------------|------------------|-----------------------------|------------|---------------------------|--------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -0.139 | 1.310 | | -0.106 | 0.916 |
| | Leadership Style | 0.095 | 0.061 | 0.199 | 1.568 | 0.121 |
| | Work Discipline | -0.032 | 0.055 | -0.075 | -0.590 | 0.557 |

a. Dependent Variable: ABS_RES

Based on the data in Table 7 above, the results of the heteroscedasticity test using the Glejser test show that the independent variable (X1) has a significance value > 0.05 , with the leadership style variable having a sig. value of $0.121 > 0.05$. This indicates that there is no heteroscedasticity in the tested variables, which means that there is no correlation between the magnitude of the data and the residuals. Meanwhile, the independent variable (X2) has a significance value > 0.05 with details of the work discipline variable having a Sig. value of $0.557 > 0.05$. This indicates that there is no heteroscedasticity in the tested variable, which means that there is no correlation between the magnitude of the data and the residuals.

Hypothesis testing

Uji f

The F test was conducted to determine the simultaneous effect of the independent variables, namely leadership style and work discipline, on the dependent variable of employee performance. With $a = 5\%$ (0.05) and $f_{table} = f(k;n-k) = f(k;n-k-1) = f(2;77)$. The results of the F test analysis in this study are as follows:

Table 8 f-test results

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|--------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 10.382 | 2 | 5.191 | 21.692 | 0.001 ^b |
| | Residual | 18.427 | 77 | 0.239 | | |
| | Total | 28.809 | 79 | | | |

a. Dependent Variable: Employee Performance

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



Based on the results of the simultaneous test (f-test) from Table 8 above, it is known that f_{count} is 21.692 with a significance value of 0.001, while the f_{table} value in the distribution table with a 5% error rate is 3.11537. This means that $f_{\text{count}} > f_{\text{table}}$ ($21.692 > 3.1153$) with a significance value of $0.001 < 0.05$. Therefore, it can be concluded that variables X1 and X2 have a positive simultaneous effect on variable Y, which means that leadership style and work discipline have a positive simultaneous effect on employee performance.

Uji t

The t-test is used to test one of the hypotheses in research that uses multiple linear regression analysis. The t-test is used partially for each variable with a two-tailed test criterion.

Table 9 t-test results

| Model | | Coefficients ^a | | | | |
|-------|-------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 14.582 | 0.930 | | 15.680 | 0.001 |
| | Gaya Kepemimpinan | 0.175 | 0.043 | 0.422 | 4.082 | 0.001 |
| | Disiplin Kerja | 0.103 | 0.039 | 0.272 | 2.635 | 0.010 |

a. Dependent Variable: Employee Performance

The test t results in the test t results table using the SPSS application are as follows:

- 1) The leadership style variable (X1) has a t-value of 4.082, while the t-table value is 1.99125 and the sig. value is 0.001. This indicates that $t_{\text{count}} > t_{\text{table}}$ ($4.082 > 1.99125$) and a sig. value of $0.001 < 0.05$, or in other words, H1 is accepted, which means that leadership style has a positive and significant effect on employee performance. This proves that the higher the leadership style possessed by leaders, the higher the performance that will be achieved by their employees.
- 2) The work discipline variable (X2) has a t-value of 2.635, while the t-table value is 1.99125. This indicates that $t_{\text{count}} > t_{\text{table}}$ ($2.635 > 1.99125$) with a sig. value of $0.010 < 0.05$, or in other words, H2 is accepted, which means that work discipline has a positive and significant effect on employee performance. This shows that the higher the work discipline of employees, the higher their performance capabilities.



Coefficient of Determination

The coefficient of determination (R^2) from the multiple linear regression results shows the extent to which the dependent variable, namely employee performance, is influenced by the independent variables of leadership style and work discipline. The coefficient of determination (R^2) results can be seen in the following table:

Table 10 Coefficient of Determination Results (R^2)

| Model Summary | | | | |
|--|--------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.600 ^a | 0.360 | 0.344 | 0.489 |
| a. Predictors: (Constant), Work Discipline, Leadership Style | | | | |

Based on Table 10 above, the results of the calculation of the coefficient of determination (R^2) above, the coefficient of determination (R^2) value obtained is 0.600, which means that there is a positive relationship between leadership style and work discipline on employee performance and has a correlation of 60%, with the remaining 40% influenced by other factors. From these results, the coefficient of determination (R^2) value is 0.360, which means that the variables of leadership style (X_1) and work discipline (X_2) together contribute 36% to the employee performance variable (Y). The remaining 64% is influenced by other variables not examined in this study.

Discussion

Based on the results of hypothesis testing using SPSS Version 27, the t-test for the leadership style variable (X_1) yielded a t-value of 4.082, while the t-table value was 1.99125 and the sig. value was 0.000. This indicates that $t_{\text{count}} > t_{\text{table}}$ ($4.082 > 1.99125$) and a sig. value of $0.000 < 0.05$, or in other words, H_1 is accepted, which means that leadership style has a positive and significant effect on employee performance. This proves that the higher or better the leadership style of the leader, the higher the performance of the employees. The results of this study are in line with a study entitled "The Influence of Leadership Style on Employee Performance at the Makassar City Regional Water Company" conducted by Fitriyani Kasibit (2024). The results of the study show that leadership style has a positive and significant effect on employee performance, meaning that a more assertive leadership style will improve employee performance in a business.

Based on the results of the study, the work discipline variable (X_2) has a t-count of 2.635, while the t-table is 1.99125. This indicates that $t_{\text{count}} > t_{\text{table}}$ ($2.635 > 1.99125$) with a sig. value of $0.010 < 0.05$ or, in other words, H_2 is accepted, which means that work discipline has a positive and significant effect on employee performance. This shows that the higher the work discipline of employees, the higher their performance capabilities. The results of this study are



in line with the study entitled “Analysis of the Effect of Work Discipline on Employee Performance at PT XYZ in Karawang” conducted by Dyah Meylinda, et al., (2022). The results of the study show that work discipline has a positive and significant effect on employee performance, meaning that the level of discipline does have a significant role in determining the level of employee performance.

4. CONCLUSION

Based on the results of data analysis and discussion in the previous chapter, leadership style has a positive and significant effect on employee performance. This shows that the higher the leadership style of the leaders at PDAM Tirta Jeneberang in Gowa Regency, the higher the performance of their employees. Likewise, work discipline has a positive and significant effect on employee performance. This shows that the higher the work discipline, the higher the work results achieved by employees at PDAM Tirta Jeneberang in Gowa Regency.

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