

## TRANSFORMATION OF WORK DISCIPLINE, LEADERSHIP STYLE, AND EMPLOYEES PERFORMANCE BASED ON 21st CENTURY GLOBAL CITIZENS LIMITED COMPANY

Imam Muhtadin<sup>1</sup>, Lili Purnama Sita<sup>2</sup>

<sup>1</sup>Faculty of Economics and Business, Muhammadiyah University of Jakarta

<sup>2</sup>Faculty of Economics and Business, Universitas Persada Indonesia, Jakarta

E-mail: <sup>1</sup>[Imam.muhtadin@umj.ac.id](mailto:Imam.muhtadin@umj.ac.id), <sup>2</sup>[lili.purnamasita@gmail.com](mailto:lili.purnamasita@gmail.com)

---

### ABSTRACT

Research that analyzes transformation work discipline, leadership style, employees performance based on 21st century global citizens limited company. The research was held at the Pratama Abadi Industri Limited Company Jl. Raya Serpong No. KM, Pakualam, Kec. North Serpong, South Tangerang City. The method used is a quantitative survey type with a sample of 70 respondents, the results of the calculation with  $t_{count} > t_{table}$  ( $4.684 > 1.66792$ ) means that this number is significant from the Leadership Style ( $X_1$ ) of  $0.009 > 0.05$  and here has a positive effect. so for  $H_0$  it is said to be rejected and for  $H_a$  it is definitely accepted so that the Style Leadership variable ( $X_1$ ) has a clear positive or very significant effect on employee performance in this company. for  $t_{count} > t_{table}$  ( $2,476 > 1,66792$ ) with a significant value of Work Discipline ( $X_2$ ) of  $0.000 < 0.05$  of course the direction of the coefficient is also positive. So based on this data,  $H_0$  is clearly rejected and of course  $H_a$  is definitely accepted with the Work Discipline variable ( $X_2$ ) having a very significant positive effect. From the results of the F test calculation above, it can be seen that  $F_{count} > F_{table}$  ( $19.057 > 3.13$ ) with a significant value of 0.000 less than 0.05, so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the two Leadership Style variables ( $X_1$ ) and Work Discipline ( $X_2$ ) together (simultaneously) has a positive and significant effect on the Employee Performance variable ( $Y$ ) at Limited Company Pratama Abadi Industri.

**Keywords:** Limited Liability Company, Work Discipline, Leadership Style, and Employee Performance

---

### 1. INTRODUCTION

The aforementioned quotes represent a range of disciplines but share a common interest in the idea of civic skills. (Kirlin, 2003) (Santoso, 2021b). Great figures in sociology are remembered for their original and influential contributions to the theory or method of social inquiry. (Morrish, 2019)(Kusumawardani et al., 2020). Malaysia like many other countries has formulated its recent education policy in response to the needs imposed by globalisation (Mahmood, 2014)(Martini et al., 2019). Employability is more than about developing attributes, techniques or experience just to enable a student to get a job, or to progress within a current career. It is about learning and the emphasis is less on 'employ' and more on 'ability'. In essence, the emphasis is on developing critical, reflective abilities,

with a view to empowering and enhancing the learner. (Harvey 2003) (Pegg et al., 2006) (Santoso et al., 2013).

An ideal leadership style that emphasizes on the authenticity of the transparent relationship between principals (Santoso & Sari, 2019). If satisfaction with the consultation possibilities within the team is low and when an instrumental leadership style exists (De Veer et al., 2013) (Santoso, 2020). Leadership is defined in various ways, and there is no single definition applied to all contexts (Yukl, 2002, in NCSL, 2003) (Faznur et al., 2020). Bennis and Nanus (1985) affirm that there are more than 350 definition of leadership found in academic analysis within the last decade (in Arnold, 2007) (Martini et al., 2019). Leadership is defined in terms of character, attitude, interaction, and relation, as well as connected to certain administrative position (Arnold, 2007)(Santoso, 2019). A number of studies have proven that leadership is capable to give significant effect on the success of an organization Leithwood et al. (2006:7) state: "Leadership is a high priority issue for many people concerned with education these days". Meanwhile Beare et al. (1989) explain: "... leadership has invariably emerged as a key characteristic of outstanding schools. There can no longer be doubt that those seeking quality in education must ensure its presence and that the development of potential leaders must be given high priority" (in NCSL, 2003:4)(Santoso, 2021a).

Human Resources Management (HR of the fields of general HR which of planning, enterprise, implementation, control, and supervision. Human resources are the main assets in achieving company goals. (Santoso, 2021c). The success of the company is very much by the utilization of Resources, namely employees play an active role in setting company goals, and employees who carry out all obligations properly. Success in organizational goals is fully supported by the attitudes and behavior of employees. Employees have an important role in forming and managing an. Employees can take advantage of the facilities, facilities and that have been provided. The existence of facilities, facilities, and infrastructure is so that employees can improve their performance and there will be progress of good performance. In the industrial revolution 4.0, an increasingly sophisticated and rapidly developing world, of course, companies are required to improve the quality and quantity of Human Resources to compete and develop in achieving company goals. Therefore, the company must always be serious seeks to build Human Resources high and good quality.

In order for the company 's goals to be achieved with, it is necessary to have rules for relations and roles in an efficient and effective same as with Limited Company Pratama Abadi Industri, which definitely requires the role of quality human resources. Therefore he created a way so that discipline in the company can be obeyed by all employees. In order to produce are obedient and obedient to the rules and work honestly and transparently in carrying out the activities and tasks that have been assigned to them by superiors in accordance with the directions and instructions.

The problem that occurs in the industrial Pratama Abadi Limited Company is the low performance of employees caused by a lack of discipline and leadership style which causes the quantity and quality of the results completed by many employees that are not in accordance with the company's expectations. Less than optimal work results, such as frequent delays in work, not following the rules provided by the company at work because they are always waiting for orders from superiors and the lack of competence of employees in the field of modern technology, so that there are some employees who have difficulty in

working, lack of towards with regulations with many employees who do absent or deliberately reduces hours of work

Pratama Abadi Limited Company Industri is a leading sports shoe manufacturer with more than 25 years of experience as a leading shoe brand contractor in the world Centrally located in Serpong, Tangerang. And has branches in Sukabumi and Brebes. The company is a large factory employing over 6,500 employees in various fields performance is the results the work of employees in accordance with the quality and quantity in the implementation of the and responsibilities assigned to them by their superiors. Improving performance is very important for the progress of Human Resources Employee performance in this company is the responsibility of various parties. The company provides training, facilities, facilities and infrastructure. Temporary, employees who must apply good work discipline, and maximum work results, in social life, any organization or company cannot be separated from leadership. In general, leadership style is the main factor that determines the success of a community (organization, group, institution, etc.) The role of the leader is needed so that he can influence all his subordinates in the company or organization, this role can also provide a good example for employees so that they can.

Leaders are people those around them. A leader must be able to be brave in making a decision and can be an example for many people. Be fair in every decision making. Because , a good leader, will make the organization even better. On the other hand, a bad leader the destruction of for organization or company, decreasing performance. In fact, the success of an is determined by its leadership style. The leadership style set by a leader is very influential on the performance of employees. The better the leader leads the organization, the better the performance produced by the employees. This is because the leader can give attitude for his subordinates, and subordinates follow the rules and orders of his superiors leadership that exists in the Perpetual Industrial Pratama Limited Company is present at every level of assignment or position This serves so that each place with a different task monitored by its leaders. With the leadership of in each position, it is hoped that he can control his field well and monitor his field clearly to his superiors again. In one factory there is a supervisor or leader called the Group Leader, under the Group Leader there is a Team Leader, after the Team Leader is the employee position. Several factors that the researchers noticed, there were actually many problems caused by the leadership in each factory. From the leadership who does not report that there are employees who have permission, so the employee is considered truant. Even though the employee had permission from his boss not to enter that day. Companies must also pay attention to the performance of their leaders . Is each leader able to bring their members to better progress? either or even not yet. Therefore, a good leadership style will have a good effect on employee performance, because this leadership style provides an example for its employees. This will encourage enthusiasm and passion for work, and the realization the goals of the agency and its employees. Therefore, every manager always tries so that his subordinates can comply with rules and discipline as well as possible.

Disciplines are divided into several types, including preventive discipline which is a method to create a conducive organizational climate to increase work productivity. Positive discipline is the mental development employees whose performance is unsatisfactory, progressive discipline is management interviews with employees whose performance does not satisfy the company before the employees are given sanctions in the form of SP or sanctions in the form dismissal from work on employees who commit violations three times in a row in a row near term work discipline employees of the Pratama Abadi Industri Limited

Company is regulated in the Collective Labor Agreement (PKB) made by the owner and his staff. It is hoped that with this manual, employees always obey the applicable regulations. However, there are still many employees who are reluctant to obey and violate it. Even though they know, the sanctions for the violations that committed will surely be received and he must accept them. In the implementation of discipline, if he gets SP1 in the first violation, in 6 he commits violation, then the sanction he gets will be SP2. However, he commits a second violation after 6 months, then he will only get a sanction according to the violation stipulated in the PKB book. This means that there is no additional sanction because the first sanction has disappeared or has expired, because if it has passed the six-Q month limit the Q sanctions disappeared and undergone the sanctions each company.

Based on the survey conducted by the researchers, the assessment of the performance development of the production employees of the Pratama Abadi Industri Limited Company can be seen from the attendance data for 2019-2020, which are as follows:

**Table 1.1 Employee Performance Development Data  
Industrial Perpetual Primary Limited Company Year 2019-2020**

No	Component	2019		2020	
		Mark	Description	Mark	Description
1	Target Achievement	90	Very good	85	Good
2	Skills	85	Good	82	Good
3	Ability	85	Good	80	Good
4	Initiative	83	Good	75	Enough
5	Attendance Rate	88	Good	76	Enough
Amount		431		398	
Average		86.20 %	Good	79.60 %	Enough

Source : Pratama Abadi Industri Limited Company

Based on the in table 1.1 above, it can be explained that there was a decrease in employee from the data taken in 2019. Judging from the average in from 2019 to 2020, there was a decrease in employee performance at company in the previous year, starting from 82, 2% to 79.6%. So it can be that the performance of employees at the Pratama Abadi Industri Limited Company is not in accordance with what had expected needs to be improved again so that employee performance can increase better than the. This is that work discipline has a positive significant effect on the performance of employees of the Pratama Abadi Industri Limited Company. Creating a conducive employee performance the company needs to improve the discipline of how to develop an employee mindset about the work rhythm that is in line with the company goals. Give an understanding that working is not only routine hand with company to realize the vision and mission that is expected to the performance each company

## 2. IMPLEMENTATION METHOD

### a. Factors Affecting Employee Performance

According to Edy Sutrisno (2010, p. 151), that ; are three factors that affect employee performance

:

- 1) A worker 's abilities, temperament  
Ability must on every employee. The smooth running of employees in carrying out and completing their duties more easily and quickly if it is in accordance with their placement with their and interests . If the work is in accordance with abilities, then the work will be faster with good results, without re-checking.
- 2) Clarity and acceptance of explanations and worker roles.  
An employee must be able to explain the results of his work and be able to accept tasks according to his position. The ability to accept and explain well can help improve employee performance individually and in groups. The ability to explain and accept assignments must be carried out properly and correctly and clear in delivery the explanation.
- 3) Level of work motivation.  
work motivation comes from superiors who give rewards if the employee's work is completed well, and comes from oneself, so that the necessities of life can be fulfilled, able to be an encouragement the progress of the company and enthusiasm for work can be an increase in work motivation.

### b. Employee Performance Appraisal Indicator

According to Malay SP Hasibuan (2012, p. 105) suggests that there are several indicators of employee performance appraisal namely:

- 1) The accuracy of the work  
The accuracy of the results of this work means that employees are expected to complete their tasks according to the targets set by the company, or before the targets set by the company. Speed in completing task can be value-added.
- 2) Accuracy of work  
The accuracy of the work is very influential. Speaking of, without the correct results, the correct conclusion will not be obtained. Accuracy must apply in on duty, don't There is a mistake.
- 3) The results of the work produced  
The results of work or a product that is produced must comply with standards and not be defective. So as not to have an impact on decreased sales or increased damage. It is expected that all work results can produce in accordance with what the boss expects so that there will be no disappointment and decrease in employee performance .
- 4) Presence  
company must have a standard E the number of employee attendance, the number of times employees can take holidays or leave However, some employees cheat by playing truant while working. The presence of this affects the performance of employees will be generated later
- 5) Company regulations  
Regulations are always present in every company, with different and different sanctions. It is hoped that with this sanction, employees can comply and not be negligent in their, So that employees can apply work discipline as well as possible. Follows rules and directives according to which set company.
- 6) Working time speed  
Speed of work time must coexist with accuracy, why too fast without careful. Working too long is also ineffective, so is a good work speed if with accuracy on duty. The work that quickly and thoroughly can reduce wasted time. Speed must be accompanied by with accuracy when working.
- 7) Cooperate  
Working well together really results in good performance, the work becomes lighter and faster to finish before the given target time. Effective in performing work tasks, minimizing in order to complete other tasks or maximizing given time, not waste time.
- 8) Communication  
Communication really needs to always be applied, both superiors to subordinates or subordinates by default, so that there is no communication error which results in error in the result of work.

### c. Factors Affecting Leadership Style

According to Setiawan and Muhith (2013, p. 31) explain that, there are several factors that have relevance and a positive influence on the process of leadership in the organization namely:

- 1) Personality (*personality*)  
Past experience and expectations of the leader, this includes the values, background and experience that will affect the attitude and style of a leader in leading and is responsible. Attitude an leader attached to himself
- 2) Expectations and behavior of superiors

**TRANSFORMATION OF WORK DISCIPLINE, LEADERSHIP STYLE, AND EMPLOYEES PERFORMANCE BASED ON 21st CENTURY GLOBAL CITIZENS LIMITED COMPANY**

Imam Muhtadin, Lili Purnama Sita

---

The expectations and behavior of superiors are important factors, hopes that make a leader's spirit in encouraging and motivating enthusiasm for his subordinates to be even better, both in behave and work so that improves company performance.

3) Characteristics, expectations, and behavior of subordinates

The behavior of subordinates will affect the leadership style. Sometimes subordinates whose attitude is annoying makes the leader have to hold back his emotions to remain a leader, choose a good attitude, and are responsible for every the decision.

4) Task requirements

The need to be on duty and determine the situation and environmental conditions, as a factor in adjusting the attitude that the leader must do well and take responsibility for what he decides and dare to take an attitude honest defend the truth for his members.

5) Organizational climate and policies influence the behavior of subordinates.

Expectations and behaviors that are influenced by the climate and organizational policies greatly affect the attitude of a leader. Leaders must understand what the situation and conditions in the field are like, in order to be able to adjust how how and decisions that fit he choose.

6) Expectations and peer behavior

Expectations and behavior of colleagues or subordinates affect the style of a leader. Can give each other input in order to create an leadership style that is good and responsible.

According to Robert House as written in Robbins and Coulter (2010, p. 156), explaining that that influences leadership style, is determined by:

1) Directive Type

- a) Leader who tells subordinates what to do
- b) Leader provides special guidance
- c) Leader asks subordinates to comply with regulatory procedures
- d) Leader who provides a specific work schedule

2) Supportive Type

- a) Leader pays attention to employee needs
- b) Leader creates a good work climate

3) Participatory Type

- a) Leader who consults with subordinates in order to make a decision
- b) Leader who considers ideas and suggestions from subordinates
- c) Leader gives freedom for subordinates to have an opinion

4) Achievement Oriented Type

- a) Leader who sets challenging goals
- b) Lead who sets out a great performance

**d. Forms of applying employee work discipline**

Darsono and Tjatjuk (2011, p. 130) "suggests that; The forms of application of employee discipline can be explained:

1) Preventive Discipline

Creating a organizational climate to increase work productivity, the requirements for enforcing preventive discipline are:

- a) Employees are selected by and placed in accordance with applicable regulations, employees are placed according to their abilities and in accordance with and the applicable criteria in the company.
- b) Employees are educated trained before being placed on a job. Education and training are useful as learning so that company can adjust places according to the each of the company.
- c) Employees are assigned according to job needs and abilities. This is done so that employees are in positions that match the positions that are currently needed.
- d) Build employees to have a positive attitude towards the work that will do doing and is the spirit of completings task so that can shorten time.
- e) Build employees to have the courage to express their opinions and give them opportunities, so that dares communicate among employees, and superiors.

2) Positive Discipline

Steps to enforce positive discipline include the following:

- a) Formulate norms that must be obeyed by employees made in its entirety without being missed so that employees can read, understand, and carry out all the work norms set within the company.
- b) Socialize through education and training these work norms. This socialization activity helps employees understand what, and the sanctions he will get if violates the rules

- c) Evaluate employee performance and provide results to employees. The company evaluates within a certain period, which to provide results and decisions for employees what should be improved
- d) Fostering the mentality of employees whose performance is not satisfactory. This activity is included in employee training, as a way of fostering and educating so that the employee's performance does not decrease and causes the company performance to decrease.
- 3) Progressive Discipline
  - There are 4 (four) S stages that through in applying progressive discipline, the four stages can be explained as follows:
    - a) Warning verbally ( *Verbal Warning*)
      - A warning given by superiors to subordinates in oral form or speaking directly to subordinates. As a way of so that employees change way with better .
    - b) warning ( *Written Warning*)
      - A warning given by superior to his subordinates in written form. In this written letter there is a statement of what the employee made, and what sanctions he will get. It is hoped that this will be a way for employees not to repeat mistakes that did again
    - c) Suspension
      - A warning by giving employees leave for a few days, if the employee makes a very fatal mistake within the company. Aims to provide deterrent sanctions so that employees do not make fatal mistakes
    - d) Discharge
      - Not a warning but a decision made by superiors to dismiss their subordinates. employees have repeated more than the standard provisions of the company and company gives a dismissal sanction.
  - 4) Discipline Without Punishment
    - Anwar Prabu Mangkunegara (2011, p. 129) "said that; The forms of application of employee work discipline" can be described as follows:
      - 1) Preventive Discipline
        - and the rules that have been outlined by and are determined by of every company
      - 2) Corrective Discipline
        - It is an effort to mobilize employees in a regulation and direct them to continue to comply with the regulations in accordance with the guidelines applicable to each company, and in accordance with the regulations which are approved both parties
      - 3) Progressive Discipline
        - Is an activity that provides heavier penalties for repeated violations. This activity is longer of employees

**2. RESEARCH METHODS**

The nature of the research used in this research is associative research. Where the author tries to find out the relationship between while the variables in this research are the influence of Leadership Style (X<sub>1</sub>) Work Discipline (X<sub>2</sub>), while Employee Performance (Y) is the dependent variable.

In more detail the operationalization of the variables in this research can be seen from in the table :

**Table 3.1 Variable Operation**

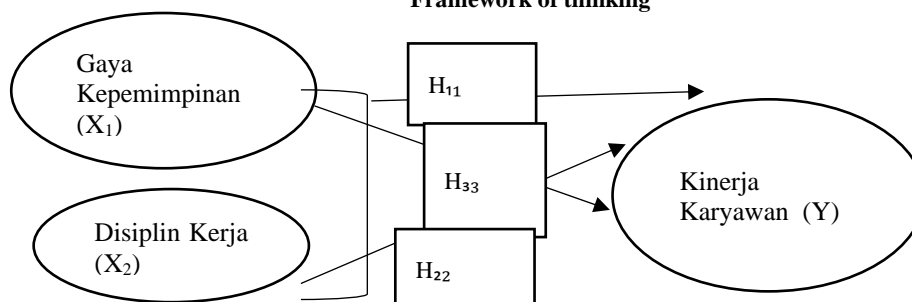
Variable	Dimension	Indicator	Scale
Employee Performance (Y)  Increased individual performance (Individual Performance) then because the two have a close relationship.	Employee work	Ability to complete work Able to produce quality work Work according to standard procedures	Likert
	Employee work behavior	Be professional Socializing among employees Able to work in team	
	Employee responsibilities	Complete tasks as ordered by superiors. Don't delay work Completing assignments on time	
Leadership Style (X <sub>1</sub> )	Influence the behavior of subordinates	Set a good example for subordinates Motivate employees Employees follow orders from superiors	

**TRANSFORMATION OF WORK DISCIPLINE, LEADERSHIP STYLE, AND EMPLOYEES PERFORMANCE BASED ON 21st CENTURY GLOBAL CITIZENS LIMITED COMPANY**

Imam Muhtadin, Lili Purnama Sita

	Job satisfaction	Influencing employee work Freedom of opinion Opportunity to get promotion	Li kert
	Employee work productivity	Improved employee performance Achieve company goals Freedom to innovate	
Work Discipline (X <sub>2</sub> )	Mutual respect and appreciation	Accept criticism and suggestions Obey the orders of superiors Commitment to the deal	Li kert
	Obey and obey the rules	Accuracy of working hours Comply with company regulations Consistent in completing work	
	Receive sanctions	Accept the risk Take responsibility for mistakes Willing to be transferred	

**Framework of thinking**



**3. RESEARCH RESULTS AND DISCUSSION**

1. Respondent Data

Respondent who became the subject of this study were employees of the production division who worked at the Limited Company Pratama Abadi, Serpong Tangerang. A total of 70 people, the characteristics of respondents consist of gender, age and the latest education of each employee , in table 4.1:

a. Characteristics based on Respondent's Gender

**Table 4.1 Respondent's Gender**

No.	Gender	Number of Respondents	Percentage
1.	Woman	38	54%
2.	Man	32	46%
Total		70	100%



*Source* : Results of Data Questionnaire

Based on table 4.1 above, there are more male respondents than female respondents the number of respondents shows 22 male respondents or 63% V while female respondents 13 people or 37.

b. Characteristics based on Respondent Age

**Table 4.2 Respondent Age**

No.	Respondent Age	Number of Respondents	Percentage
1.	18-30	34	48%
2.	31-40	25	36%
3.	41-50	11	16%
Total		70	100%

*Source* : Results of Questionnaire Data

Based on table 4.2 in above, the age of the respondents were grouped into 3 groups, namely the first group consisted of 18-30 years old as many as 20 people respondents or 57%. The second group consisted of age 31-40 years as many as 12 respondents or 34%. The third group consists of age 41-50 years as many as 3 respondents or 9%. The largest age group that exceeds 50% of the total respondents is the first group with 20 respondents out of 35 total respondents overall.

c. Characteristics by Education Level

**Table 4.3 Respondent's Education**

No.	Respondent's Education	Number of Respondents	Percentage
1.	SMA/SMK	39	56%
2.	D3	23	33%
3.	S1	8	11%
Total		70	100%

*Source* : Results of Questionnaire Data

Based on table 4.3 above, the different educational levels of respondents are grouped into 3 groups, namely the first group consists of from group with a high school/vocational education background as many as 39 people respondents or 56%. The second group has a D3 educational background as many as 23 respondents or 33%. The third group with a background of S1 education is only valid many as 8 people or 11%.

## 2. Data Quality Test

Test the quality of data as follows:

a. Test validity

A statement is said to be valid if the statement is express what it wants to measure. The distribution of the questionnaire was carried out by as many as 70 respondents with a total of 15 statement items, where the statement items were categorized as Valid with the condition that  $r$  count or the value in the *Corrected Item-Total Correlation* greater than  $r$  table. In this case  $r$  table is set at 0.2352 .

1. If  $r$  arithmetic  $>$   $r$  table (0.2352) then the instrument or question items have a significant correlation with the total score (stated valid).

2. If  $r \text{ count} < r \text{ table}$  (0.2352) then the instrument or statement items correlated with is not significant to the total score (stated not valid).

**Table 4.4 Validitas Test Results Style Leadership (x)**

Statement	r count	r table	Description
NO_	0,242	0.2352	V
NO_	0.410	0.2352	V
NO_	0.384	0.2352	V
NO_	0.340	0.2352	V
NO_	0.421	0.2352	V
NO_	0.697	0.2352	V
NO_	0.454	0.2352	V
NO_	0.440	0.2352	V
NO_	0.524	0.2352	V
NO_	0.469	0.2352	V
NO_	0.273	0.2352	V
NO_	0.435	0.2352	V
NO_	0.306	0.2352	V
NO_	0.359	0.2352	V
NO_	0.245	0.2352	V

*Source: Processed in SPSS V.23*

Based on the results of table 4.4 above, it shows that all variables Independent Leadership Style (X) is stated as v because it has a value of  $r \text{ count} > r \text{ table}$  0.2352 and a significant value of more than 0.05.

**Table 4.5 Work Discipline Variable Test Results (X<sub>2</sub>)**

Statement	r count	r table	Description
DK_	0.400	0.2352	V
DK_	0.602	0.2352	V
DK_	0.291	0.2352	V
DK_	0.348	0.2352	V
DK_	0.406	0.2352	V
DK_	0.398	0.2352	V

DK_	0.359	0.2352	V
DK_	0.309	0.2352	V
DK_	0.436	0.2352	V
DK_	0.531	0.2352	V
DK_	0.539	0.2352	V
DK_	0.617	0.2352	V
DK_	0.472	0.2352	V
DK_	0.558	0.2352	V
DK_	0.301	0.2352	V

Source: Data processed in SPSS V.23

Based on the results of table 4.5 above, it shows that all independent variables Work Discipline ( $X_2$ ) is stated as v because it has a calculated r value  $>$  r table 0.2352 and a significant value of more than 0.05.

**Table 4.6 V itas Test Results for Employee Performance Variable**

Statement	r count	r table	Description
AA_	0.295	0.2352	V
AA_	0.332	0.2352	V
AA_	0.513	0.2352	V
AA_	0.334	0.2352	V
AA_	0.508	0.2352	V
AA_	0.467	0.2352	V
AA_	0.523	0.2352	V
AA_	0.477	0.2352	V
AA_	0.427	0.2352	V
AA_	0.531	0.2352	V
AA_	0.361	0.2352	V
AA_	0.453	0.2352	V
AA_	0.285	0.2352	V
AA_	0.408	0.2352	V
AA_	0.403	0.2352	V

Source: Processed in SPSS V.23

Based on the results of table 4.6 above, it can be concluded that 13 statements of the independent variable Employee Performance (Y) are stated as v because has a calculated r value  $>$  r table 0.2352 and a significant value of more than 0.05.

**b. Reliability Test**

The reliability test can be carried out simultaneously on all questions. The tool for measuring reliability is *Alpha Cronbach*. If the value of *Alpha*  $>$  0.6, then the variable can be said to be reliable, whereas if the value of *Alpha*  $<$  0.6, then the variable is said to be unreliable.

Table 4.7 Reliability Test Results

No	Variable	Cronbach's Alpha	r critical	Description
1	Employee Performance (Y)	0.697	0.6	reli
2	Leadership style (X <sub>1</sub> )	0.674	0.6	reli
3	Work Discipline (X <sub>2</sub> )	0.703	0.6	reli

Source: Processed in SPSS V.23

Based on table above 4.7 above, it shows that each independent and dependent variable is declared reliable because it has a *Cronbach's Alpha* value of more than 0.6, namely the leadership style variable (X<sub>1</sub>) 0.697, Discipline work (X<sub>2</sub>) 0.674, and Employee Performance (Y) 0.703.

### 3. Classic Assumption Test Results

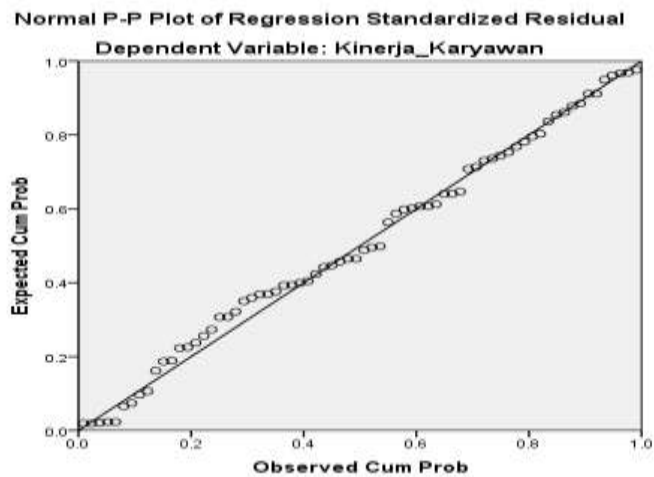
Assumption test that is often used is the multicollinearity test, heteroscedasticity test, normality test and autocorrelation test. Analysis can be carried out depending on the available data. for example, an analysis of all classical assumption, and then seen which ones do not meet the requirements. Before tests the hypothesis, in accordance with the provisions that the multiple linear regression test must first be tested for classical assumptions.

The classic assumption test can be divided into 3 (three)" :

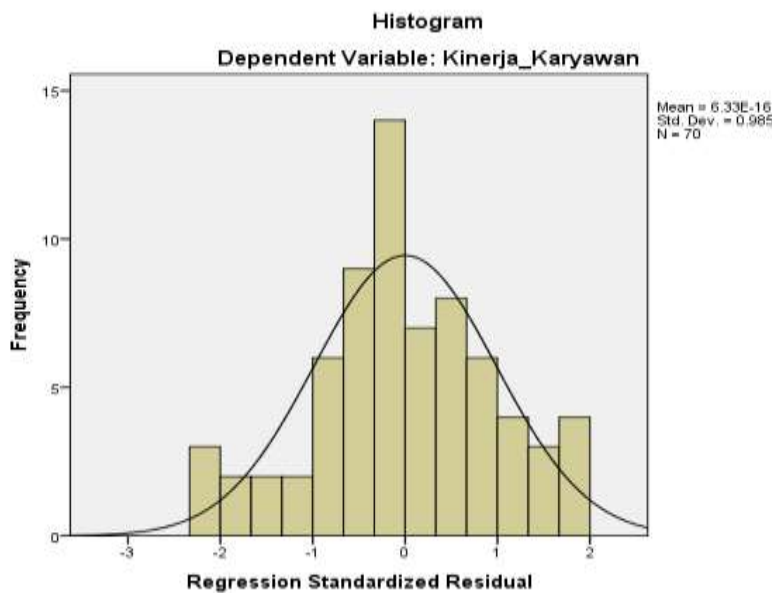
#### a. Normality test

The assumption of normality is a very important requirement in testing the significance of the regression Normality test can be done using statistical methods by looking at the Normal P-plor graph and the Kolmogorov-Smirnov value.

### Figure 4.1 Normal P-Plot Chart



**Figure 4.2 Histogram Graph Normality Test Results**



Judging from the the two images above, we can conclude that the results of normal probability plots show that the data or points spread around the diagonal line, and have a normal distribution .

**Table 4.8 Normality Test Results (KS Value)**

		Unstandardized Residual
Normal Parameters a,b	N	70
	mean	.0000000
	Std. Deviation	3.34599479
	Absolute	.062

TRANSFORMATION OF WORK DISCIPLINE, LEADERSHIP STYLE, AND EMPLOYEES PERFORMANCE BASED ON 21st CENTURY GLOBAL CITIZENS LIMITED COMPANY

Imam Muhtadin, Lili Purnama Sita

Most Positive	.050
Extreme negative	-.062
Differences	
Test Statistics	.062
asympt. Sig. (2-tailed)	.200 <sup>c,d</sup>

Source : Processed in SPSS V.23

Based on the normality test, it can be seen from the table that the Kolmogorov-Sminornov value is 0.062 with a value of Asymp.Sig of 0.200 > 0.05. This shows that the regression model is normally distributed .

b. Multicollinearity Test

The test method that can be done is to look at the *Variance Inflation Factor (VIF)* value and the *tolerance value*. If the tolerance value > 0.10 and VIF < 10, then the regression model does not have problems for multicollinearity testing.

**Table 4.9 Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Leadership_Style	.915	1.093
Discipline_Work	.915	1.093

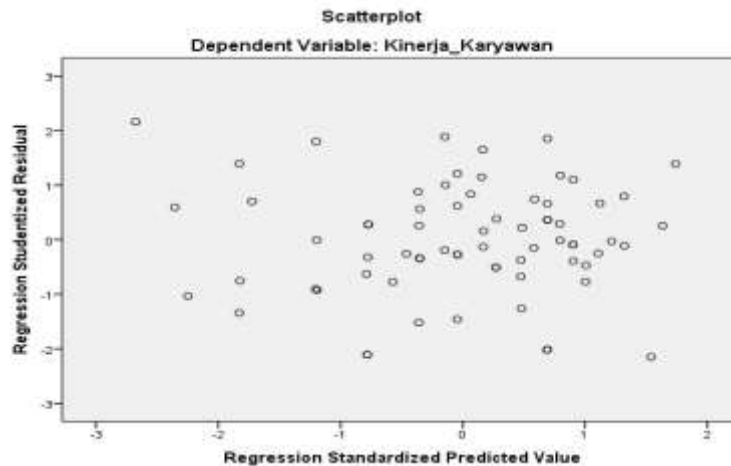
Can be seen from the value of the inflation factor (VIF) all independent variables are below 10, namely 1,093 variables Leadership style ( $X_1$ ) and work discipline ( $X_2$ ). In addition, the tolerance value for each is above, namely Leadership Style and Work Discipline 0.915, it is concluded that the independent variable used in the regression model research is free the problem. multicollinearity.

c. Heteroscedasticity Test

For knowing the presence or absence of heteroscedasticity symptoms can be done by using a heteroscedasticity graph between the predicted value of the dependent variable and the independent variable.

Visual testing can be done using the scatterplot graph method in the IBM SPSS Statistics V.23. program.

**Figure 4.4 Heteroscedasticity Test Results**



From the scatterplots above, it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity in the regression model, so the regression model is feasible to use in testing.

#### 4. Multiple Linear Regression Analysis

prove how the influence of the Current Ratio Style Leadership ( $X_1$ ) and Work Discipline ( $X_2$ ) on Employee Performance (Y). In this calculation the author uses a computerized calculation that is by using media computer program, namely IBM SPSS Statistics V.23. The following is a linear regression calculation as below:

**Table 4.10 Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,789	8,331		1.535	.129
Leadership_Style	.528	.113	.478	4.684	.000
Discipline_Work	.267	.108	.253	2.476	.016

Then the results obtained from linear regression as follows:

$$Y = 12.789 + 0.528 X_1 + 0.267 X_2 +$$

The coefficients of the multiple linear regression equation above can be interpreted as follows:

- 1) if the Leadership Style ( $X_1$ ) and Work Discipline ( $X_2$ ) the value is 0, then Y the value of is 12.789 (constant). So it can be interpreted that if the independent variable has

increased, then Employee Performance will also increase have a positive value, and vice versa.

- 2) Variable Leadership Style ( $X_1$ ) is 0.528, meaning that if the other independent variables have a fixed value and Leadership Style ( $X_1$ ) has increased, means that employee performance (Y) will increase, the coefficient is positive, meaning that Leadership Style ( $X_1$ ) has a positive effect. on employee performance (Y), the more leadership style increases ( $X_1$ ), the more increases employee performance (Y).
- 3) The work discipline variable ( $X_2$ ) is 0.267, meaning that if the other independent variables have a fixed value and the work discipline ( $X_2$ ) has increased, then the employee's performance (Y) will experience an increase. The positive coefficient means that the work discipline ( $X_2$ ) has a positive effect on employee performance (Y), the more ( $X_2$ ) increases, the more Upgrade performance employee (Y).
5. Coefficient of Determination Analysis ( $R^2$ )

The magnitude of the influence of the Leadership Style variable ( $X_1$ ) and Work Discipline ( $X_2$ ) on Employee Performance. The following results are calculations using the IBM SPSS Statistics V.23 program, namely:

**Table 4.11 Coefficient of Determination Value**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 <sup>a</sup>	.363	.344	3.396	1.980

The result of the analysis of the coefficient of determination above shows  $R^2$  of 0.484. So these results show that the employee performance variable is influenced by the Leadership Style ( $X_1$ ) and Work Discipline ( $X_2$ ) variable on Employee Performance (Y) by 0.363 or 36.3%, so that it is 63.7% (100% - 36, 3%) is determined by other variables that are not in this study.

#### 6. Hypothesis Testing

Hypothesis testing is used to see whether there is a correlation and the influence of independent variables, namely Leadership Style ( $X_1$ ) and Work Discipline ( $X_2$ ) significantly to Performance Employee.

##### a. Partial/Individual Significance Test (Test Statistics t)

In this study, the t-test was used to test whether there was a significant of each variable, namely the influence of Leadership Style ( $X_1$ ) and Work Discipline ( $X_2$ ) significantly on Performance Employees (Y).

Partially, to determine the value of t statistic in the table, a significant level of 0.05 was determined with freedom  $df = (n-k)$  where  $n$  = the number of observations and  $k$  = the number of variables. The results of test statistics (can be seen in the following table:

**Table 4.12 t Test Results Statistics**



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,789	8,331		1.535	.129
Leadership_Style	.528	.113	.478	4.684	.000
Discipline_Work	.267	.108	.253	2.476	.016

Source : Processed in SPSS V.23

So based on the results of the t-test, it can be concluded as follows:

- 1) Leadership Style ( $X_1$ ) has an effect on Employee Performance. Partial testing was carried out with statistical t test. From the results of the t test calculation above, it can be seen that  $t_{count} > t_{table}$  ( $4.684 > 1.66792$ ) with a significant value of Leadership Style ( $X_1$ ) of 0.000 which is smaller than 0.05 and has a positive coefficient. So it can be concluded that  $H_0$  is rejected and  $H_a$  accepts it means that the Leadership Style variable ( $X_1$ ) has a positive and significant on employee performance.
  - 2) Work Discipline ( $X_2$ ) has an effect on employee performance. Partial testing is done with test statistics. From the calculation results of the t test above, it can be seen that  $t_{count} > t_{table}$  ( $2.476 > 1.66792$ ) with a significant value of Work Discipline ( $X_2$ ) of 0.016 which is smaller than 0.05 and has a positive coefficient direction. So it can be concluded that  $H_0$  is rejected and  $H_a$  accepts it means that the Work Discipline variable ( $X_2$ ) has a positive and significant effect on employee performance.
- b. Simultaneous or Jointly Significant Test (Statistical Test F)

Simultaneous testing was carried out with the F test statistic, namely the significant level used was 0.05 with degrees of freedom  $df = (nk)$ , where  $n$  = the number of observations and  $k$  = the number of variables .

The results of the F test (simultaneous significance test) were searched using the IBM SPSS statistic V.23 program which can be seen in the following:

**Table 4.13 F Statistic Test Results**  
ANOVA <sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	439,441	2	219,720	19,057	.000 <sup>b</sup>
Residual	772,502	67	11,530		
Total	1211,943	69			

Source : Processed in SPSS V.23

From the F test above, it can be seen that  $F_{arithmetic} > F_{table}$  ( $19.057 > 3.13$ ) with a significant value of 0.000 less than 0.05, it can be concluded that  $H_0$  is rejected and  $H_a$  accepts, meaning that all Leadership Style variables are ( $X_1$ ) and Work Discipline ( $X_2$ )

together (simultaneously) has a positive and significant effect on the performance of Employees at Company Limited Pratama Abadi Industri.

#### 4. CONCLUSION

The Pratama Abadi Industri Limited Company was found with the following research:

- 1) Leadership Style ( $X_1$ ) has an effect on Employee Performance. Partial testing was carried out with statistical t test. calculation result with  $t_{count} > t_{table}$  ( $4,684 > 1,66792$ ) means that this number is significant from the Leadership Style ( $X_1$ ) of  $0,009 > 0,05$  and here it has a positive effect . so for  $H_0$  it is said to be rejected and for  $H_a$  it is definitely accepted so that the Leadership Style ( $X_1$ ) has a clear positive or very significant effect on employee performance in this company .
- 2) Work Discipline ( $X_2$ ) has an effect on employee performance. Partial testing was carried out with t test statistics. for  $t_{count} > t_{table}$  ( $2,476 > 1,66792$ ) with a significant value of Work Discipline ( $X_2$ ) of  $0.000 < 0.05$  of course the direction of the coefficient is also positive. So based on this data,  $H_0$  is clearly rejected and of course  $H_a$  is definitely accepted with the Work Discipline variable ( $X_2$ ) having a very significant positive effect.
- 3) From the results of the F test calculation above, it can be seen that  $F_{count} > F_{table}$  ( $19,057 > 3.13$ ) with a significant value of 0.000 less than 0.05, it can be concluded that  $H_0$  is rejected and  $H_a$  accepts, meaning that the two Leadership Style variables ( $X_1$ ) and Work Discipline ( $X_2$ ) together (simultaneously) has a positive and significant effect on the Employee Performance variable (Y) at Limited Company Pratama Abadi Industri.

Then the Leadership Style variable ( $X_1$ ) in multiple regression has a positive and significant relationship from the results of the t test partially affecting employee performance. This, illustrates that Leadership style ( $X_1$ ) is the main thing that must be considered by the leadership in assessing the Performance of Employees in a Limited Company Pratama Abadi Industri

#### REFERENCES;

##### Internatioal Journal Source;

- De Veer, A. J. E., Francke, A. L., Struijs, A., & Willems, D. L. (2013). Determinants of moral distress in daily nursing practice: A cross sectional correlational questionnaire survey. *International Journal of Nursing Studies*, 50(1), 100–108. <https://doi.org/10.1016/j.ijnurstu.2012.08.017>
- Faznur, L. S., Santoso, G., & Hidayati, N. (2020). Pemanfaatan Rempah-Rempah pada Era New Normal untuk Meningkatkan Imunitas Kekebalah Tubuh di Lingkungan Warujaya. *Seminar Nasional Pengabdian Masyarakat LPPM UMJ Website: Http://jurnal.umj.ac.id/index.php/semnaskat*, 2(1), 268–278.
- Kirlin, M. (2003). The role of civic skills in fostering civic engagement. *Center for Information and Research on Civic Learning and Engagement (CIRCLE)*, 1(June), 512. <http://eric.ed.gov/?id=ED497607%5Cnhttp://citeseerx.ist.psu.edu/viewdoc/summary?doi=10.1.1.188.9355%5Cnpapers2://publication/uuid/C71875CE-6386-4A1D-8503-7C96BF83B6CF>
- Kusumawardani, S., Diyanti, R., & Santoso, G. (2020). Peningkatan Kemampuan Memahami Isi Bacaan dengan Model Pembelajaran Cooperative Integrated Reading and Composition ( CIRC ) pada Siswa Kelas VB di SDN Pondok Pinang 10. *Seminar*

- Nasional Penelitian LPPM UMJ*, 1(23), 140–151.
- Mahmood, H. (2014). Civics and Citizenship Education in Malaysia : The Voice of Micro Policy Enactors. *School of Social Sciences*, i(i), 300.
- Martini, E., Kusnadi, E., Darkam, D., & Santoso, G. (2019). Competency Based Citizenship 21st Century Technology in Indonesia. *International Journal of Recent Technology and Engineering*, 8(1C2), 759–763. <https://doi.org/10.35940/ijrte.b1483.0882s819>
- Morrish, I. (2019). Karl Mannheim (1893-1947). *Disciplines of Education*, 1(1), 299–324. <https://doi.org/10.4324/9780367351908-13>
- Pegg, A., Waldock, J., Hendy-Isaac, S., & Lawton, R. (2006). Employers want MBAs with work experience. *Studies in Higher Education*, 14(1), 411–422. <https://www.wsj.com/articles/SB114780283459754403>
- Santoso, G. (2019). Philosophical curriculum of civic education in 1975-2013 in indonesia. *Prosiding Seminas FIP UMJ*, 2(24), 236–249.
- Santoso, G. (2020). THE STRUCTURE DEVELOPMENT MODEL OF PANCASILA EDUCATION ( PE ) AND CIVIC EDUCATION ( CE ) AT 21 CENTURY 4 . 0 ERA IN INDONESIAN Abstract : Keywords : *Proceedings of the 2nd African International Conference on Industrial Engineering and Operations Management Harare*, i(i), 175–210.
- Santoso, G. (2021a). Civic Education Based on 21st Century Skills in Philosophical , Theoretical and Futurist Resolution Dimensions at Muhammadiyah University of Jakarta ( UMJ ). *World Journal of Enterpreneurship Project and Digital Management*, 1(2), 103–113.
- Santoso, G. (2021b). Model Analysis ( SWOT ) of Curriculum Development From Civic Education at 21 Century , 4 . 0 Era in Indonesian. (*International Journal of Entrepreneurship and Business Development*), 04(02), 250–256.
- Santoso, G. (2021c). THE PHILOSOPHICAL POWER OF CIVIC EDUCATION 21st. *International Journal of Entrepreneurship and Business Development; IJEED*, 04(01), 72–79.
- Santoso, G., Muchtar, S. Al, & Karim, A. A. (2013). “*Analisis Swot Kurikulum Pendidikan Kewarganegaraan Jenjang Sma Tahun 1975 – 2013.*”
- Santoso, G., & Sari, P. K. (2019). *Proceedings of Educational Initiatives Research Colloquium 2019*.

#### **Book Source;**

- Anwar Prabu Mangkunegara. 2011. *Human Resource Management* . Bandung : PT. Youth Rosda Karya.
- Darsono and Tjatjuk, Siswandoko. 2011. *21st Century Human Resource Management* . Jakarta: Nusantara Consulting.
- Edy Sutrisno. 2010. *Human Resource Management* Jakarta: Kencana Prenada Media Group.
- Malay SP Hasibuan . 2012. *The Effect of Leadership on Employee Performance with Work Discipline as an Intervening Variable* . Magism Journal. Vol.05. No.01.
- Robbins, Stephen P. Dan Coulter, Mary. 2010 . *Management Tenth Edition* . Jakarta: Erlangga Publisher.
- Setiawan and Muhith . June. 2013. *The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance at Bank BNI Manado Branch* . EMBA Journal. Vol. 05 No.02.

