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Transformation Work Discipline, Leadership Style, And Employees Perfomance Based 21st Century Global Citizens Limited Company

[1*]Imam Muhtadin, [2]M.Yusuf, [3]M. Farras Ramadhan, [4]Hudan Wahdana
[123]Universitas Muhammadiyah Jakarta
[4]University of Al-Azhar Asy-Syarif
*Email: imam.muhtadin@umj.ac.id

Abstract

To compete and flourish in accomplishing company goals in the Industrial Revolution 4.0, a more sophisticated and fast-developing world, organizations must increase the quality and quantity of human resources. The organization must always be serious about developing high-quality human resources. This research analyzes transformational work discipline, leadership style, and employee performance based on 21st century global citizens limited company. The research was held at Pratama Abadi Industri Limited Company. The method used is a quantitative survey with a sample of 70 respondents. The results of multiple regression show that the leadership style has a positive and substantial link, affecting employee performance in part. This demonstrates that the leadership style is the most important factor to consider when evaluating the performance of employees in a limited company, Pratama Abadi Industri.

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

INTRODUCTION

Human Resources Management (HR of the fields of general HR which of planning, enterprise, implementation, in achieving company control, and supervision (Bratton et al., 2021). Human resources are the main asset in achieving company goals. The success of the company is very much determined by the utilization of resources, namely employees who play an active role in setting company goals and employees who carry out all obligations properly. Success in achieving organizational goals is fully supported by the attitudes and behaviors of employees. Employees have an important role in forming and managing an Employees can take advantage of the facilities that have been provided (Edison et al., 2016). The existence of facilities and infrastructure is so that employees can improve their performance, and there will be progress in good performance in the industrial.

In the rapidly developing world of revolution 4.0, companies must improve the quality and quantity of human resources to compete and achieve company goals. Pratama Abadi Limited Company, a leading sports shoe manufacturer with over 25 years of experience, has implemented a system that ensures discipline and leadership are followed by all employees. The company employs over 6,500 employees in various fields, and improving employee

performance is crucial for the progress of human resources.

Leadership plays a significant role in the success of an organization, as it influences the performance of employees. A good leader sets an example for others and can be brave in making decisions, making them a better example for others. The Perpetual Industrial Pratama Limited Company has leaders at every level of assignment or position, monitoring each task clearly for superiors.

Disciplines are divided into preventive, positive, progressive, and near-term work discipline. Preventive discipline creates a conducive organizational climate to increase work productivity, while progressive discipline involves management interviews and sanctions for employees who violate the company's rules. Near-term work discipline is regulated in the Collective Labor Agreement (PKB), but many employees are reluctant to obey or violate it.

In conclusion, improving the quality and quantity of human resources is essential for the success of Pratama Abadi Limited Company and its employees. By implementing a strong leadership style and implementing discipline effectively, the company can ensure that its employees are motivated, committed, and committed to achieving its goals.

LITERATURE REVIEW
Factors Affecting Employee Performance

According to Edy Sutrisno there are three factors that affect employee performance: (1) A worker's abilities and temperament: Ability is a must for 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 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, correctly, and clearly in the delivery of 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, it can be an encouragement to the progress of the company, and enthusiasm for work can be an increase in work motivation (Sutrisno, 2010).

Employee Performance Appraisal Indicator

Employee performance is influenced by several E indicators, including accuracy of work, presence, company regulations, working time speed, cooperation, and communication. Accuracy of work is crucial for obtaining the correct conclusions and ensuring work results comply with company standards. The presence of employees, compliance with company regulations, and adherence to work discipline are essential for employee performance. Speed of work should coexist with accuracy to reduce wasted time. Cooperation is essential for effective task completion and maximizing time. Communication is crucial for both superiors

and subordinates to avoid communication errors that may affect work results. By focusing on these E indicators, companies can improve employee performance and ensure the success of their employees (Hasibuan, 2015) (Hakim, 2019)(Sutedjo & Mangkunegara, 2013).

Factors Affecting Leadership Style

The leadership style of a leader is influenced by various factors, including their personality, past experience, expectations from superiors, and the characteristics of subordinates. These factors can have a positive influence on the leader's attitude and responsibility towards their team. The leader's attitude is shaped by their past experiences and values, while their expectations and behavior from superiors can motivate their subordinates. The leader's attitude is also influenced by the task requirements, organizational climate, and policies. The expectations and behavior of colleagues also play a crucial role in shaping a leader's leadership style (Edy et al., 2022; Junaedi, 2018; Muhith, 2017)

Forms of applying employee work discipline

Preventive discipline involves selecting and placing employees in accordance with applicable regulations, ensuring they are placed according to their abilities and according to the company's applicable criteria. Positive discipline involves formulating and socializing work norms, evaluating employee performance, and fostering a positive attitude. Progressive discipline involves four stages: verbal warnings, written warnings, suspension, and dismissal. Verbal warnings involve verbal or written warnings, while written warnings provide written explanations of the consequences of mistakes. Suspension involves giving employees leave for a few days to prevent fatal mistakes, while dismissal is a decision made by superiors to dismiss employees who have repeated violations. Discipline without punishment is another approach to ensuring employees are treated fairly and effectively. (Tjatjuk, 2011) (Maniku et al., 2019; Sari, 2014)

Mangkunegara & Anwar, 2015 "said that the forms of application of employee work discipline" can be described as follows: (a) Preventive Discipline: The rules that have been outlined by and are determined by every company; (b) 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 that are approved by both parties; (c) Progressive Discipline: This is an activity that provides heavier penalties for repeated violations. This activity takes longer for employees

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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_1) Work Discipline (X_2), 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 2
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 (X₁)	Influence the behavior of subordinates	. Set a good example for subordinates . Motivate employees . Employees follow orders from superiors	Likert
	Job satisfaction	. Influencing employee work . Freedom of opinion . Opportunity to get promotion	
	Employee work productivity	. Improved employee performance Achieve company goals Freedom to innovate	
Work Discipline (X₂)	Mutual respect and appreciation	. Accept criticism and suggestions . Obey the orders of superiors . Commitment to the deal	Likert
	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	
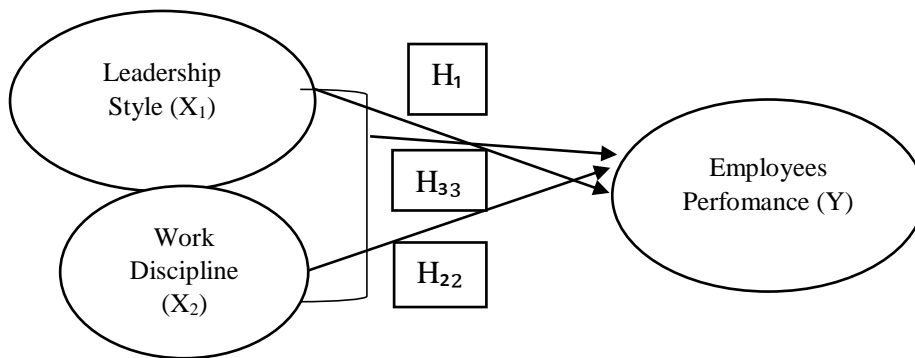
Figure 1 : Framework of thinking

RESULT AND DISCUSSION

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
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 I 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.

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 2:

a. Characteristics based on Respondent's Gender

Table 3
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 3 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
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 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 5
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 5 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 2 3 respondents or 33%. The third group with a background of S1 education is only valid many as 8 people or 11%.

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 count < r table (0.2352) then the instrument or statement items correlated with is not significant to the total score (stated not valid).

Table 6
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 count > r table $_{0.2352}$ and a significant value of more than 0.05.

Table 7
Work Discipline Variable Test Results (X_2)

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*

Statement	r count	r table	Description
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 8
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 8
Reliability Test Results

No	Variable	Cronbach's Alpha	r critical	Description
1	Employee Performance (Y)	0.697	0.6	reli
2	Leadership style (X $_1$)	0.674 _	0.6	reli
3	Work Discipline (X $_2$)	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 *Croncbach's Alpha value* of more than 0.6, namely the leadership style variable (X $_1$) 0.697, Discipline work (X $_2$) 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.
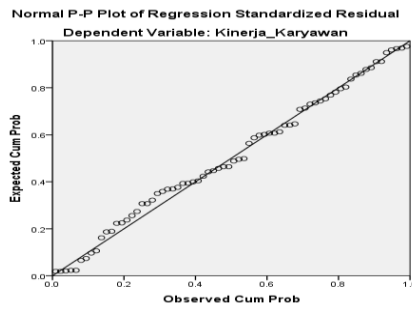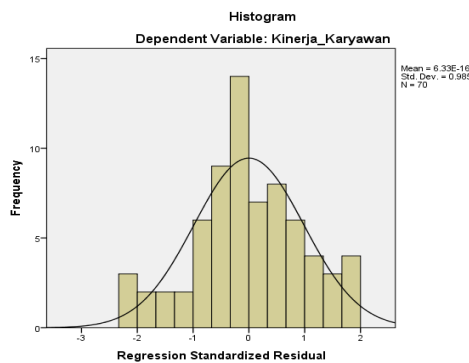
Figure 2 Normal P-Plot Chart

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 9
Normality Test Results (KS Value)

		Unstandardized Residual
N		70
Normal Parameters a,b	mean	.0000000
	Std. Deviation	3.34599479
Most Extreme Differences	Absolute	.062
	Positive	.050
	negative	-.062
Test Statistics		.062
asymp. Sig. (2-tailed)		.200 [c,d]

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 10
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.
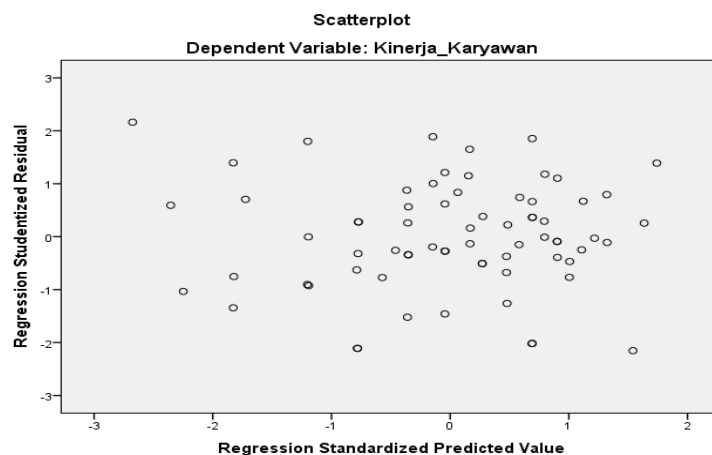

Figure 4. Heteroscedasticity Test Results

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 10
Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(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 (X1) 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 (X1) 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 (X2) 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 11
Coefficient of Determination Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 [a]	.363	.344	3.396	1980

The result of the analysis of the coefficient of determination above shows R2 of 0.484 . So these results show that the employee performance variable is influenced by the Leadership Style (X1) and Work Discipline (X2) 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   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 = (nkl) 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 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 Ho is rejected and Ha accepts it means that the Leadership Style variable (X1) 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 (X2) of 0.016 which is smaller than 0.05 and has a positive coefficient direction. So   it can be concluded that Ho is rejected and Ha accepts it means that the Work Discipline variable (X_2) has a positive and significant effect on employee performance.

CONCLUSION

Then the leadership style in multiple regression has a positive and significant relationship, partially affecting employee performance. This illustrates that the leadership style is the main thing that must be considered by the leadership in assessing the performance of employees in a limited company, Pratama Abadi Industri.

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