

IMPROVING EMPLOYEE PERFORMANCE THROUGH LEADERSHIP STYLE AND DISCIPLINE: A STUDY ON HOTELS IN THE MANDALIKA SPECIAL ECONOMIC ZONE

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Abstract

This study was conducted to analyze the impact of leadership style and discipline on employee performance in Mandalika area hotels. This study was driven by the problems faced by employees in achieving their full potential, which affects company goals. The method used descriptive and causal quantitative research, using non-probability sampling with 50 respondents. The research results obtained are leadership style and discipline have a significant impact on employee performance. This study shows that leadership style and discipline can improve employee performance, which leads to better company results. The findings of this study could have significant implications for companies operating in Mandalika Special Economic Zone or similar contexts. By applying leadership style and discipline, companies can improve employee performance and achieve their goals. This study may also contribute to the existing literature on the impact of leadership style and discipline on employee performance in the hospitality industry.

Keywords: Leadership style, discipline, employee performance

Abstrak

Tujuan penelitian ini untuk mengetahui bagaimana gambaran umum PT Kimia Farma beserta bagaimana penerapan manajemen operasional sebelum, selama dan setelah pandemi covid-19 pada PT Kimia Farma. Metode yang digunakan dalam penelitian ini adalah metode studi literatur dimana semua data yang diperoleh berasal dari penelitian terdahulu. Hasil dari penelitian ini menyatakan bahwa Tahun 2019 sebelum pandemi Covid-19, PT Kimia Farma mencatatkan kenaikan penjualan sebesar 11.11%, namun kenaikan penjualan tersebut tidak membuat perusahaan mengalami keuntungan. Dengan berlangsungnya pandemi Covid-19, banyak yang mengira sektor farmasi seperti kimia farmasi akan mendapat keuntungan. Tetapi kenyataannya, menurut Holding BUMN farmasi PT Bio Farma (Persero) pandangan seperti itu tidak benar karena industri farmasi di Indonesia masih harus menanggung biaya tambahan untuk mendatangkan bahan baku yang pada masa pandemi naik 3-5 kali lipat. Setelah berakhirnya masa pandemi dan new normal ini, penjualan obat-obatan dari perusahaan Kimia Farma mengalami penurunan. Dari penurunan tersebut, Kimia Farma membukukan pendapatan sebesar Rp 4,4 triliun pada semester I tahun 2022.

Kata Kunci: manajemen operasional, pandemi covid-19, perusahaan manufaktur

1. INTRODUCTION

Human resources are important for the business continuity of a company. Therefore, HR is one of the best assets owned by companies and organizations. HR also has a crucial factor in supporting the company to exceed its targets and goals, this is because HR is a tool for driving operational activities and as a measure of the success of a company and organization. One way to measure good employee performance is to see whether or not the targets set by the company are achieved. As for the achievement of targets from companies and organizations, it is strongly supported by the performance of HR, if HR has high performance, it will also be supported by good performance. Therefore, proper and structured employee management is an important thing that must be considered by a company and organization, to take competitors who are very tight business competition and an environment that continues to change very quickly or unstable. Employee performance is the level to which employees can get the required results from a job (Simamora, 2006). That way, performance is the achievement of results that come from the job. Some factors that can affect performance are leadership style and discipline. Thus, this factor must receive special attention so that employees can improve performance to the maximum and not have a negative impact on the company and organization.

This research was conducted at the Mandalika area hotel located in the Central Lombok Regency area, West Nusa Tenggara. with 50 respondents. High employee performance can be an indicator of the success of a company to achieve its goals. High-value employee performance is not only beneficial for the company but also beneficial for the employee. The benefits of performance for employees are in the form of developing capabilities and motivating them to continue working with good results and being skilled in doing time management, clarifying roles and goals, to structure the way of work is carried out. How much and how well an employee performs in terms of production, output duration, attendance, and cooperative attitude all contribute to a company's success (Suprpti et., al, 2020).

In 2021, it was still found that employee performance was lower than the target at Mandalika area hotels, This indicates a problem that must be identified and found the cause. Factors that are suspected to be the cause of the decline in employee performance at Hotels area Mandalika are leadership style and discipline. Based on the opinions of

Mandalika area hotel employees when asked for information through interviews, some employees complained about the leadership style carried out by their superiors. Some employees feel that their leaders lack empathy by giving inappropriate tasks, especially at certain times. As well as the lack of attention from superiors to employees. In addition, discipline is a factor in reducing employee performance, so far the application of discipline at Hotels area Mandalika has not been fully achieved properly, there are still employee indiscipline actions such as employees skipping work during working hours.

Leadership style is an understanding of the norms and attitudes carried out by one person, who tries to provide behavioral doctrine to others (Suranta, 2002). As a result, upper management understands the value of training and development programs in boosting productivity (Anitha, 2014). In most organizations, there is a clear chain of command that may be seen as a triangle: the top of the triangle represents the highest level of authority, while the other two sides represent successively lower levels of power (Fatokun, et., al, 2010).

Each of the leadership styles has advantages and disadvantages. An effective leader must be able to adapt to change and be able to analyze the strengths and weaknesses of HR to be able to maximize performance as well as solve problems properly. Discipline functions operatively from HRM and what is important is that if the improvement of employee discipline increases, the work performance that can be achieved will also increase (Hasibuan, 2019). The low value of the discipline of an employee in the company will affect the company's obstruction in the process of achieving its goals.

This factor must receive special attention so that employees can improve performance to the maximum and not have a negative impact on the company and organization. This suggests that the hotel places a premium on discipline, and that its workers make an effort to live up to those standards. The objective of this research is to examine the connection between leadership style and discipline and their effects on employee performance in Mandalika area hotels.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Leadership Style

There are indicators that affect the leadership style in a company According to Hasibuan (2016), there are 3 indicators namely:

a. Authoritarian leadership

Authoritarian leadership is almost entirely absolute power and authority and resides with the leader. However, if the leader is guided by the system. centralization of authority. Then every decision from the wise attitude is only determined by the leader, subordinates are not allowed to provide suggestions, ideas or input in making these decisions.

b. Delegative leadership

Delegative leadership means that a leader will delegate authority to subordinates using relatively complete stages, although it is a way for subordinates to convey new views, suggestions, and participate in decision making in a way and method that is free when doing work, fully given to subordinates.

c. Participative leadership

Participative leadership is leadership that is applied in a persuasive way, then establishes one-way cooperation with subordinates, and creates loyalty and participation. from subordinates. It is hoped that leaders can motivate subordinates to foster a sense of belonging to the company.

2.2 Discipline

Many factors can have an impact on the level of employee discipline in an organization. Singodimejo (2011) states that discipline is divided into four indicators, namely:

- d. Obeying the established time rules, namely from the time of entry to work, then exactly the time to go home and rest based on the rules set by the company.
- e. Obeying the rules, namely the basic rules concerning uniforms, and behavior in carrying out obligations.
- f. Obeying the rules in behaving to do work, can be seen from the way a person works based on position, obligations, and responsibilities and how to build communication with other work groups.
- g. Obeying other regulations, namely what rules should be carried out as company employees.

2.3 Employee Performance

Based on Edison et., al. (2017) stated that there are four factors in measuring performance, namely:

- a. Target, is an indicator of meeting the number of goods, the amount of money, and work, produced, it can be said as a term for the number of units, the number of activities that have been achieved by employees.
- b. Quality, is an important indicator to maintain customer loyalty.
- c. Time, which is needed in carrying out work activities.
- d. Compliance not only serves to exceed the target but the quality and the right time must also be done correctly, openly, and accountably.

2.4 Effect of Leadership Style on Employee Performance

The effectiveness of a leader may have a positive or negative impact on team output. Saraswati and Azzuhri (2017) performed research on the connection between leadership style and employee performance, and found that the situational leadership style variable significantly boosted productivity.

H1: Leadership style has a significant influence on Employee Performance

2.5 Effect of Discipline on Employee Performance

Discipline is said to improve employee performance.

Pradipto and Rahardja (2015) found that self-discipline has a favorable and substantial influence on worker productivity, with a positive correlation between employee self-discipline and output quality.

H2: Discipline has a significant influence on Employee Performance

2.6 Effect of Leadership Style and Discipline on Employee Performance

The better the leadership style is applied in a company, the increase in employee work discipline will make the company and employees get high performance.

Previous studies by Indriyani et al., (2021) corroborate this idea, demonstrating that a leader's approach and discipline significantly impact their team's output.

H3: Leadership style and Discipline have a significant influence on Employee Performance.

Based on the description above, the framework in this study was developed as follows:

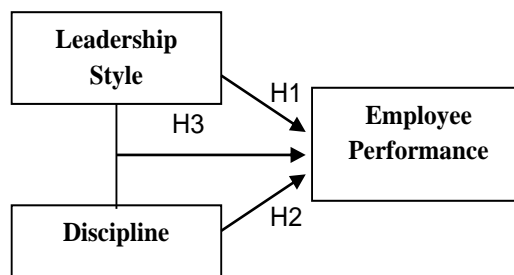


Figure 1. Research framework

3. METHOD

The population used in the following study were Hotels area Mandalika employees. The sample in this study consisting of 50 people. This research used a non-probability sampling approach known as saturation sampling. Sugiyono (2019) indicates that if the population is less than 100, a complete random sample should be taken.

This study attempts to explain the research findings and examine the link between the factors. The method used is descriptive and causal quantitative research, with data being collected via a survey administered to hotel workers in the Mandalika region.

In collecting data, researchers use primary data such as interviews and observation methods to find out the phenomena that occur and distribute questionnaires to employees through the help of the Gform application. researchers use secondary data in the form of books and journal literature from experts to support this research.

This research analyzes data using the SPSS version 26 program. Multiple linear regression analysis, including the F test (simultaneous test), T-test (partial test), and tests for normality, heteroscedasticity, and multicollinearity, and a Likert scale with a score interval of 1-5, were used to analyze the data.

4. RESULTS AND DISCUSSION

4.1 Normality Test

The residual value after regression is tested for normality using the normality test. The residual value of a decent regression model should follow a normal distribution.

a. P-plot Graph

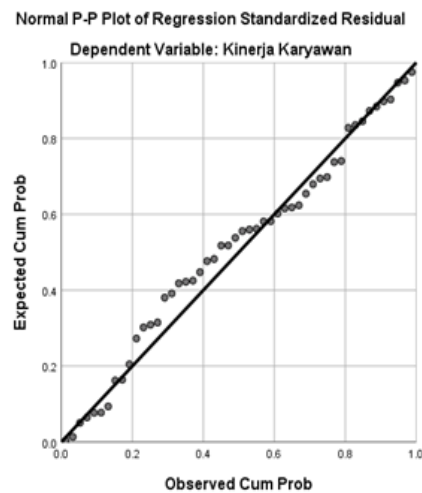


Figure 2. Normal p-plot graph of regression standardlized residuals

Source: SPSS Data Processing Results, 2023

Figure 2's findings suggest that there are points that move in a path parallel to and slightly offset from the diagonal line. As a result, the first indication used in making decisions, the presence of regularly dispersed data, is met.

b. Heteroscedasticity Test

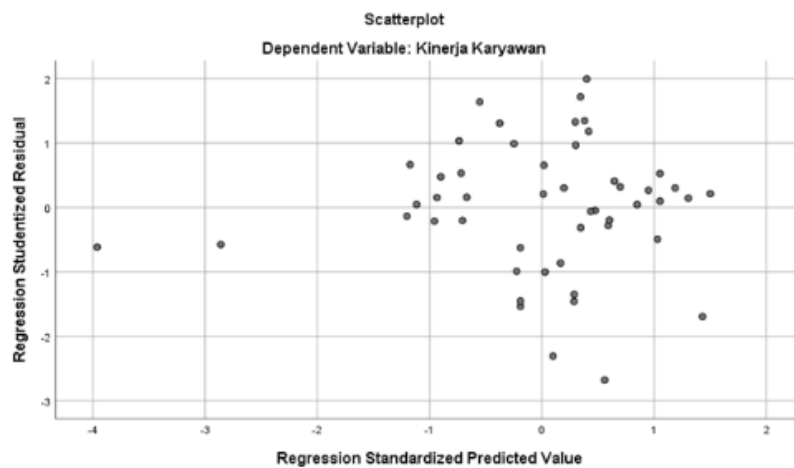


Figure 3. Scatterplot heteroscedasticity test results

Source: SPSS Data Processing Results, 2023

If there is no heteroscedasticity, as shown in Figure 3, the scatterplot's points should be evenly distributed between 0 and 1 on the Y axis, as shown in the figure. This result proves that heteroscedasticity does not exist.

c. Multicollinearity Test

The following are the results of the multicollinearity test:

Table 1. Multicollinearity test results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.751	1.332
	Discipline	.751	1.332

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results, 2023

Based on the above, it can be concluded that the value of tolerance of all independent variables > 0.1, namely 0.751, and the VIF (Variance Inflation Factor) value of all independent variables < 10, namely 1.332. it can be concluded that there is no multicollinearity in the data.

4.2 Hypothesis Test

The research hypotheses can't be proven either way without using hypothesis testing. There are two types of hypothesis testing: the simultaneous (F) test and the partial (t) test.

a. Simultaneous Hypothesis Testing (Test - F)

The F test or simultaneous coefficient test is carried out as a test of whether the variables of the leadership style and discipline simultaneously or simultaneously can have an impact on employee performance significantly or not:

Table 2. F-test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.325	2	6.662	62.133	.000 ^b
	Residual	5.040	47	.107		
	Total	18.364	49			

a. Dependent Variable: Employee Performance

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

Source: SPSS Processing Data, 2023

Table 2 shows the results of a F test, with an Fcount of 62.133, a significance level of 0.000 0.05, and a Ftable value of 3.20. It can be shown that Fcount = 62.133 is larger

than $F_{table} = 3.20$ by comparing the two numbers in the table. The category of hypothesis testing allows us to infer that H_0 is rejected and H_1 is accepted. Here, all of the leadership- and discipline-related independent variables work together to have a major effect on output

b. Partial Hypothesis Testing (Test - T)

The t-test is carried out to see the effect of the independent variable partially on the independent variable, whether it can have a significant impact or not. in determining the t value, it is necessary to have a numerator-free degree and a denominator-free degree based on the formula as follows:

1. Error rate (α) = 5% and degree of freedom (df) = $n-k-1$
2. n = number of samples, $n = 50$
3. k = number of variables used, $k = 2$ then the degree of freedom (df) = $n-k-1 = 50-2-1 = 47$

The t-test carried out is a two-way test, so the t-table applied is 2.012.

Table 3. T-test results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	.321	.339		.946	.349
	Leadership Style	.313	.090	.307	3.483	.001
	Discipline	.668	.090	.656	7.436	.000

a. Dependent Variable: Employee Performance

Source: SPSS Processing Data, 2023

From Table 3, the results show that:

1. Since the findings are statistically significant ($p < 0.001$) and the t-test provides a value of t count = 3.483 larger than the t table 2.012, we may infer that H_1 is accepted and H_0 is rejected with regard to the leadership style variable.
2. We can conclude that the H_0 hypothesis is false and the H_a hypothesis is true because the discipline variable has a significant value of 0.000 < 0.05 and the t-test statistics produce a t value = 7.436 greater than the t table 2.012, respectively.

4.3 Coefficient of Determination R^2

The goal of this analysis is to find out how well the model describes the real-world variation in the independent variable. Coefficient of determination values range from 0

to 1. One drawback of using the coefficient of determination is that it might be affected by the amount of inputted independent variables. Therefore, many other researchers recommend using the adjusted R^2 :

Table 4. Results of the coefficient of determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.714	.32746
a. Predictors: (Constant), Discipline, Leadership Style				
b. Dependent Variable: Employee Performance				

Source: SPSS Processing Data, 2023

From the results of the coefficient of determination from the table above, the value of R square obtained is 0.726, where the leadership style and discipline variables influence employee performance, namely 72.6%. while 27.4% is influenced by other variables that are not included in this study.

4.4 Discussions and Descriptive Analysis

In this study, 3 variables are the focus of researchers and have been tested, namely Leadership Style as variable X1, Discipline as variable X2, and Employee Performance as variable Y, which is the object of this study employees who work in the Mandalika area hotel.

4.4.1 The Effect of Leadership Style on Employee Performance at Mandalika Area Hotels

The significance of the leadership style variable was calculated to be 0.001 0.05 using the t-test data in the table and the results from the test using the regression model. The difference between the two measures is also reflected in the results of the t-count vs t-table comparison, where the former has a value of 3.483 and the latter of 2.012. These findings indicate that H_0 is rejected and H_a is accepted, indicating that leadership style has a substantial impact on staff performance in hotels in the Mandalika region, with a 5% margin of error.

4.4.2 The Effect of Discipline on Employee Performance at Mandalika Area Hotels

According to the table above, the significant value of the product quality variable was 0.000 0.05 based on the results of the t-test obtained after testing the

regression model. The t-count value is 7.436, while the t-table value is 2.012. You may also want to pay attention to the t-table and t-count findings. Test findings show that H_0 is rejected and H_a is accepted, with a 5% margin of error, suggesting that disciplinary measures have a major effect on hotel workers' productivity in the Mandalika region.

4.4.3 The Effect of Leadership Style and Discipline on Employee Performance at Mandalika Area Hotels

$F_{count} = 62.133$, significance = 0.000 0.05, and $F_{table} = 3.20$ from the F distribution table demonstrate that Leadership Style and Discipline have a simultaneous and substantial effect on Employee Performance at Hotels Area Mandalika. By comparing the two figures, we see that $F_{count} = 62.133$ is bigger than $F_{table} = 3.20$. So, if we follow the rules of hypothesis testing, we may conclude that H_a is true and H_0 is false. Employee performance seems to be significantly influenced by a combination of a leader's style and their ability to enforce rules and regulations.

5. CONCLUSION

Based on the description of the research, the results can be obtained that the current leadership style factor is in a strong category, while discipline is in a very strong category, and employee performance is in a very strong category. Based on regression analysis, the results show that leadership style and discipline simultaneously contribute to employee performance, and partially leadership style, and discipline, have a significant impact on employee performance, and leadership style and discipline contribute to employee performance, which is 72.6%. While the remaining 27.4% is influenced by other variables. While the remaining 27.4% is influenced by other variables not included in this study. Based on the results of this study, it shows that the application of leadership style and work discipline can improve performance in hotel employees in the mandalika area.

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