

The Influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta

Jakfar¹, Yanti Sari Dewi², M. Djauhari³

^{1, 2, 3}Faculty of Economics and Business, Universitas Jayabaya, Indonesia

Corresponding Emails: m.djauhari4mail@gmail.com

Abstract—This study aims to determine the influence of leadership style on employee work discipline at PT. Sugih Makmur Eka Industri Indonesia, Jakarta. The research employs a quantitative descriptive approach. The population consisted of 102 employees, with a sample size of 50 respondents determined using the Slovin formula. Primary data were collected through questionnaires measured by a Likert scale and analyzed using SPSS statistical software. The data analysis techniques included data quality tests (validity and reliability), simple correlation analysis, simple linear regression, coefficient of determination, and hypothesis testing (*t*-test). The results of the validity and reliability tests confirmed that all instrument items were highly valid and reliable. The simple correlation analysis indicated a strong positive relationship between the two variables ($r = 0.739$). The simple linear regression equation obtained was $Y = 21.278 + 0.485X$. Furthermore, the coefficient of determination (R^2) showed that leadership style contributes 54.7% to employee work discipline, while the remaining 45.3% is influenced by other factors not examined in this study. The hypothesis testing demonstrated that the calculated *t*-value is greater than the tabulated *t*-value ($7.607 > 2.011$) with a significance level of $0.000 < 0.05$, meaning that H_0 is rejected and H_1 is accepted. In conclusion, leadership style has a significant and positive influence on employee work discipline at PT. Sugih Makmur Eka Industri Indonesia.

Keywords— Leadership Style, Work Discipline, Human Resource Management, Quantitative Analysis.

I. INTRODUCTION

Background of the Study

In the era of globalization and increasingly competitive industrial rivalry, human resources (HR) are the most crucial asset for any organization. The success of a company is not solely determined by technological sophistication or the amount of capital it possesses, but heavily relies on the quality and performance of its employees. PT. Sugih Makmur Eka Industri Indonesia Jakarta, as a company operating in the industrial sector, is required to maintain stable productivity to meet market targets. However, such productivity is impossible to achieve without the work discipline inherent in every individual within the company.

Work discipline is the primary capital that employees must possess so that the company's goals can be achieved effectively and efficiently. Discipline is not merely about adherence to working hours, but also encompasses compliance with standard operating procedures (SOP), responsibility in completing tasks, and respect for the norms prevailing in the work environment. A low level of discipline, such as frequent tardiness, disregard for work instructions, and a decline in the sense of responsibility, can hinder the smooth operation of the company and ultimately harm overall business performance.

Based on observations of the phenomena occurring at PT. Sugih Makmur Eka Industri Indonesia Jakarta, indications of fluctuations in employee discipline levels are still found. Issues such as a lack of punctuality at work, delays in completing daily targets, and inconsistency in complying with internal regulations remain challenges that must be addressed. This indication of a decline in discipline is strongly suspected to be

closely related to how interactions between superiors and subordinates unfold in the workplace.

One of the main factors that has a significant influence on shaping and maintaining work discipline is leadership style. A leader within a company acts as a driver, motivator, and role model for their subordinates. The leadership style implemented by managers or superiors will greatly determine the work atmosphere in the company. Overly authoritarian leadership may create discipline out of fear, while overly lenient leadership risks weakening management authority. Therefore, the application of an appropriate leadership style is highly needed to foster an internal awareness of discipline within the employees themselves.

If the applied leadership style can provide proportional support, guidance, and supervision, employees will tend to value the company's time and rules more. Conversely, inaccuracies in leadership style often trigger job dissatisfaction, which leads to a decrease in employee compliance with internal regulations. Considering how vital the role of a leader is in determining the work behavior of their subordinates, an evaluation of leadership patterns becomes a highly relevant matter to study. This aims to enable management to determine the most effective leadership strategy for improving the quality of HR within the company.

Based on the consideration of the importance of harmonizing the roles of superiors and employee compliance for the advancement of the company, the authors are interested in conducting further research entitled "The Influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta". Through this scientific approach, it is hoped that a clear picture can be found regarding the extent to which leadership style has a real impact

on the disciplinary behavior of the workers. Thus, the purpose of this study is to determine the Influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta.

II. LITERATURE REVIEW

2.1. Leadership Style

Leadership style is a pattern of behavior (words and actions) of a leader as perceived by others or their subordinates. In the context of modern human resource management, leadership is not merely about giving orders, but rather the ability to influence and inspire a team to achieve organizational goals.

One of the main references in leadership theory is Yukl [25]. According to Yukl [25], leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Leadership style reflects how a manager directs, motivates, and makes decisions.

Several dimensions or indicators of leadership style frequently used based on international literature include:

- Supportive Leadership: The leader's concern for the well-being and needs of subordinates.
- Directive Leadership: Clarity in providing instructions and performance standards that must be met.
- Participative Leadership: Involving subordinates in the decision-making process.
- Achievement-Oriented Leadership: Setting challenging goals and showing confidence in subordinates' abilities to attain high standards.

Furthermore, Robbins and Judge [12] emphasize that an effective leadership style is one capable of adapting to the situation and characteristics of the employees. Strong leadership serves as a catalyst for creating an orderly and professional work environment.

2.2. Employee Work Discipline

Work discipline is an individual's awareness and willingness to obey all company regulations and prevailing social norms. Discipline is not only about adherence to working hours but also about how employees perform their duties in accordance with established standards.

According to Dessler [4], discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated. However, in a broader view, work discipline aims to encourage employees to behave responsibly in their jobs. Dessler [4] emphasizes the importance of a fair disciplinary system (fairness) to maintain employee morale.

Another competent reference is Newstrom [11]. They state that discipline is self-control and orderly behavior that indicates a good level of teamwork within an organization. Crucial indicators of work discipline according to this literature include:

- Attendance: Punctuality and absenteeism rates.
- Compliance: Adherence to work rules and Standard Operating Procedures (SOP).
- Responsibility: Earnestness in completing assigned tasks

without strict supervision.

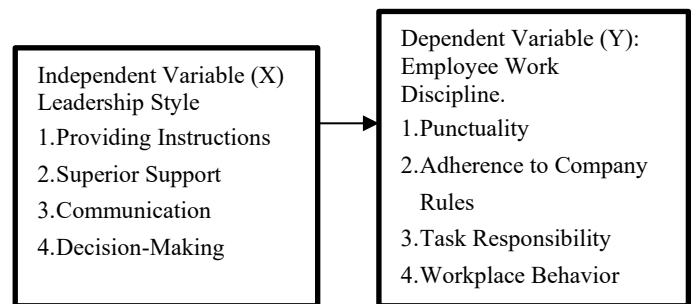
- Ethics: Polite and professional behavior in work interactions.

2.3. The Relationship Between Leadership Style and Work Discipline

Theoretically, leadership style is a primary external factor that shapes employees' internal discipline. Leaders who can demonstrate firmness alongside supportiveness (supportive) tend to garner respect from employees, which subsequently triggers an awareness to be disciplined. Conversely, an inconsistent leadership style or one that lacks direction will cause confusion, culminating in rule violations and a decline in performance.

2.4. Conceptual Framework

The conceptual framework in this study explains the causal relationship between Leadership Style as the independent variable (X) and Work Discipline as the dependent variable (Y). Effective leadership applied at PT. Sugih Makmur Eka Industri Indonesia Jakarta is assumed to be a stimulus that influences employee responses in the form of discipline levels.



Conceptual Framework Description:

- Independent Variable (X): Leadership Style.
Providing Instructions
Superior Support
Communication
Decision-Making
- Dependent Variable (Y): Employee Work Discipline.
Punctuality
Adherence to Company Rules
Task Responsibility
Workplace Behavior
- Relationship (X→Y): There is a direct influence where if Leadership Style (X) is executed well and appropriately according to organizational needs, Employee Work Discipline (Y) will increase significantly. Conversely, a poor leadership style will contribute to low work discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta

2.5. Research Hypothesis

Based on the literature review and conceptual framework that have been elaborated, the hypotheses proposed in this study are:

- H₀: There is no significant influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta.

- H₁: There is a significant influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia Jakarta.

III. RESEARCH METHODOLOGY

Research Design and Variables

This study employs a quantitative approach. The independent variable (X) in this research is leadership style, while the dependent variable (Y) is work discipline.

Population and Sample

The population in this study consisted of 102 employees at PT. Sugih Makmur Eka Industri Indonesia. Based on the Slovin formula, the sample size was determined to be 50 employees of PT. Sugih Makmur Eka Industri Indonesia.

Data Collection and Measurement Scale

The scaling technique utilized in this study is the Likert scale. This scale was used to measure responses to the questionnaire by employing five scale options to determine the respondents' attitudes, perceptions, and opinions. The response categories and scores for the Likert scale are as follows:

- Strongly Agree (SS): 5
- Agree (S): 4
- Neutral / Less Agree (KS): 3
- Disagree (TS): 2
- Strongly Disagree (STS): 1

Data Analysis Techniques

The analysis technique used in this study is quantitative analysis, processed using statistical software (SPSS). The analysis stages include:

1. Validity Test: Used to measure the validity of a questionnaire by comparing the calculated r-value (r_{count}) with the tabulated r-value (r_{table}) at a 5% significance level (alpha = 0.05). If r_{count} > r_{table}, the instrument is declared valid.
2. Reliability Test: Used to measure the consistency of the research instrument using Cronbach's Alpha. A variable is considered reliable if it yields a Cronbach's Alpha value > 0.60.
3. Simple Correlation Coefficient Analysis (r): Used to determine the strength of the relationship between leadership style and employee work discipline.
4. Simple Linear Regression: Used to systematically estimate the effect of the independent variable (X) on the dependent variable (Y).
5. Coefficient of Determination (R²): Used to determine how much the leadership style variable can explain the variance in the work discipline variable.
6. Hypothesis Testing (t-Test): This test aims to examine the partial effect of variable X on variable Y. The test is conducted by comparing the calculated t-value (t_{count}) with the tabulated t-value (t_{table}) at a significance level of alpha = 0.05. If t_{count} > t_{table}, then H₀ is rejected and H₁ is accepted.

IV. RESULTS AND DISCUSSION

4.1. Validity Test Results

Based on the calculations with a significance level of (alpha = 0.05) and 50 degrees of freedom, the tabulated r-value (r_{table}) obtained is 0.273. An instrument is declared valid if r_{count} > r_{table}.

TABLE I. Validity Test Results of Leadership Style (\$X\$)

No	Statement Item	r _{count}	r _{table}	Description
1	GK1	0.624	0.273	Valid
2	GK2	0.867	0.273	Valid
3	GK3	0.773	0.273	Valid
4	GK4	0.834	0.273	Valid
5	GK5	0.872	0.273	Valid
6	GK6	0.794	0.273	Valid
7	GK7	0.602	0.273	Valid
8	GK8	0.643	0.273	Valid
9	GK9	0.559	0.273	Valid
10	GK10	0.869	0.273	Valid
11	GK11	0.771	0.273	Valid
12	GK12	0.910	0.273	Valid
13	GK13	0.919	0.273	Valid
14	GK14	0.837	0.273	Valid

Source: SPSS 26.0 Data Processing Results

TABLE II. Validity Test Results of Work Discipline (\$Y\$)

No	Statement Item	r _{count}	r _{table}	Description
1	DKK1	0.582	0.273	Valid
2	DKK2	0.563	0.273	Valid
3	DKK3	0.748	0.273	Valid
4	DKK4	0.833	0.273	Valid
5	DKK5	0.712	0.273	Valid
6	DKK6	0.691	0.273	Valid
7	DKK7	0.755	0.273	Valid
8	DKK8	0.630	0.273	Valid
9	DKK9	0.724	0.273	Valid
10	DKK10	0.649	0.273	Valid
11	DKK11	0.805	0.273	Valid
12	DKK12	0.811	0.273	Valid

Source: SPSS 26.0 Data Processing Results

The test results indicate that all 14 statement items for the Leadership Style variable and 12 statement items for the Work Discipline variable have r_{count} values greater than 0.273. Therefore, all instruments are declared valid.

4.2. Reliability Test Results

Reliability is used to measure the consistency of a variable using the Cronbach's Alpha test. An instrument is declared reliable if the Cronbach's Alpha value is > 0.60.

The reliability test shows that the questionnaires have highly significant Alpha coefficients (0.950 and 0.906), both exceeding the 0.60 threshold. This means both instruments possess excellent consistency.

TABLE III. Reliability Statistics

Variable	Cronbach's Alpha	N of Items	Description
Leadership Style (\$X\$)	0.950	14	Highly Reliable
Work Discipline (\$Y\$)	0.906	12	Highly Reliable

Source: SPSS 26.0 Data Processing Results

4.3. Simple Correlation Coefficient Analysis Results (\$r\$)

Correlation analysis is used to determine the degree of relationship between leadership style and employee work discipline.

TABLE IV. Correlations

		Leadership Style	Work Discipline
Leadership Style	Pearson Correlation	1	0.739**
	Sig. (2-tailed)		0.000
Work Discipline	N	50	50
	Pearson Correlation	0.739**	1
	Sig. (2-tailed)	0.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Based on data processing, the correlation value (r) between leadership style and employee work discipline is 0.739. This value falls within the 0.60 - 0.799 range, which implies that the relationship between the two variables is at a Strong level.

4.4. Simple Linear Regression and Hypothesis Testing (t-Test)

Regression analysis is used to systematically estimate the effect of the independent variable on the dependent variable. Furthermore, the t-test is conducted to test the hypothesis partially.

TABLE V. Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
1 (Constant)	21.278	3.486		6.105	0.000
Leadership Style	0.485	0.064	0.739	7.607	0.000

Dependent Variable: Employee Work Discipline

Based on Table 5, the simple linear regression equation is formulated as follows:

$$Y = 21.278 + 0.485X$$

The constant value of 21.278 indicates that if Leadership Style (X) is absent, Employee Work Discipline (Y) is 21.278. The positive coefficient of 0.485 signifies that any increase in Leadership Style will result in a proportional increase in Employee Work Discipline.

For the hypothesis testing, the calculated t-value (t_count) obtained is 7.607. With a significance level of $\alpha = 0.05$ and degrees of freedom (df = 48), the tabulated t-value (t_table) is 2.011. Because $t_count > t_table (7.607 > 2.011)$ and the Sig. value is $0.000 < 0.05$, H_0 is rejected and H_1 is accepted. This confirms a significant and positive influence of leadership style on employee work discipline.

4.5. Coefficient of Determination Analysis Results (R²)

This analysis is used to determine the proportion of variance in the dependent variable that can be predicted from the independent variable.

TABLE VI. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.739	0.547	0.537	483.024

Predictors: (Constant), Leadership Style

Based on Table 6, the R Square (R²) value obtained is 0.547. This indicates that the Leadership Style variable contributes 54.7% to the changes in Employee Work Discipline, while the remaining 45.3% is influenced by other factors not examined in this study

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results and discussion regarding the Influence of Leadership Style on Employee Work Discipline at PT. Sugih Makmur Eka Industri Indonesia, the following conclusions can be drawn:

1. There is a strong and positive relationship between leadership style and employee work discipline at PT. Sugih Makmur Eka Industri Indonesia, which is indicated by the correlation coefficient analysis value (r) of 0.739.
2. There is a unidirectional influence of leadership style on employee work discipline, as evidenced by the regression coefficient results with the equation $Y = 21.278 + 0.485X$. The constant value of 21.278 implies that if the leadership style variable value is 0, the employee work discipline value is 21.278. Meanwhile, the regression coefficient of 0.485 indicates that every one-unit increase in the quality of leadership style will increase employee discipline by 0.485.
3. Leadership style partially has a significant influence on employee work discipline. This is proven based on the hypothesis testing which obtained the result of $t_count > t_table (7.607 > 2.011)$, causing H_0 to be rejected and H_1 to be accepted.
4. Leadership style contributes 54.7% to employee work discipline at PT. Sugih Makmur Eka Industri Indonesia. The remaining 45.3% is the contribution of other factors not discussed in this study.

Recommendations

Based on the conclusions above, it is recommended for the management of PT. Sugih Makmur Eka Industri Indonesia to continuously maintain and evaluate the quality of its leadership style, especially in terms of providing support and two-way communication with subordinates. This is essential to minimize rule violations and improve discipline sustainably. For future researchers, it is suggested to add other independent variables, such as motivation, compensation, or work environment, to be able to explain the remaining 45.3% of the factors influencing employee work discipline more comprehensively.

REFERENCES

- [1] P. Afandi, Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Zanafa Publishing, 2018.
- [2] M. Amin and R. D. Arista, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan pada PT. Tiki Indonesia," Jurnal Manajemen Diversitas, vol. 1, no. 1, 2021.
- [3] S. Danim, Motivasi Kepemimpinan & Efektivitas Kelompok. PT. Rineka Cipta, 2004.
- [4] G. Dessler, Human Resource Management, 16th ed. Pearson Education, 2020.
- [5] D. Goleman, Kepemimpinan yang Mendatangkan Hasil. Armara Books, 2003.

- [6] T. H. Handoko, *Manajemen Personalia dan Sumber Daya Manusia*. BPFE, 2000.
- [7] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara, 2011.
- [8] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara, 2013.
- [9] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*. Bumi Aksara, 2016.
- [10] A. F. Helmi, "Disiplin Kerja," *Buletin Psikologi*, vol. 4, no. 2, p. 37, 1996.
- [11] J. W. Newstrom, *Organizational Behavior: Human Behavior at Work*, 13th ed. McGraw-Hill Education, 2011.
- [12] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 18th ed. Pearson Education, 2019.
- [13] A. T. Rosidah, *Manajemen Sumber Daya Manusia*. Penerbit Graha Ilmu, 2003.
- [14] S. P. Siagian, *Manajemen Sumber Daya Manusia*. Bumi Aksara, 2003.
- [15] S. P. Siagian, *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori Praktik*. PT. Raja Grafindo Persada, 2008.
- [16] L. P. Sinambela, *Kinerja Pegawai Teori Pengukuran dan Implikasi*. Graha Ilmu, 2012.
- [17] L. P. Sinambela, *Manajemen Sumber Daya Manusia*. Bumi Aksara, 2017.
- [18] M. Singodimedjo, *Manajemen Sumber Daya Manusia*. SMMAS, 2000.
- [19] J. Soeprihanto, *Manajemen Personalia*. BPFE, 2002.
- [20] Sugiyono, *Metode Penelitian Pendidikan*. Alfabeta, 2003.
- [21] E. Sutrisno, *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Group, 2009.
- [22] E. Sutrisno, *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Group, 2015.
- [23] B. D. Tampubolon, "Analisis Faktor Gaya Kepemimpinan Dan Faktor Etos Kerja Terhadap Kinerja Pegawai Pada Organisasi Yang Telah Menerapkan SNI 19-9001-2001," *Jurnal Standardisasi*, no. 9, pp. 106-115, 2007.
- [24] G. R. Terry, *Dasar-dasar Manajemen*. Bumi Aksara, 2005.
- [25] G. Yukl, *Leadership in Organizations*, 8th ed. Pearson Education, 2013.