

# THE ROLE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE - STUDY AT CITY CINEMA MALL PAMEKASAN REGENCY, INDONESIA

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## ABSTRACT

*The purpose of this research is to determine the simultaneous effect of leadership style and work discipline on employee performance and to determine the dominant influence between leadership and work discipline on employee performance. The objects of this study were 32 employees of Kota Cinema Mall Pamekasan. While the data was taken based on distributing questionnaires, the research model used was multiple linear regressions. Based on the research results from the analysis of Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y), the researcher can conclude that the coefficient of determination R square is 0.718 or 71.8% which indicates that the increase in employee performance is influenced by Style Leadership (X1) and Work Discipline (X2), while the remaining (100% -71.8% = 28.2%) is influenced by other factors not examined in this study. The results of calculations using the F test obtained f count of 5.310 and when consulted with f tables of 2.95, it shows that f count is greater than f table. The results of calculations using the t test obtained t count for the Leadership Style variable (X1) of 2.451 and can be consulted with t table of 1.69389, obtained t count > t table and significant t count < t table (0.008 <0.05). So it can be concluded that the variable Leadership Style (X1) has a partial and significant effect on the Employee Performance variable (Y). For the Work Discipline variable (X2), it is known that the t value is 2.985 and if consulted with a t table it is 1.69389, it is obtained t count > t table and a significant level of t count <t table (0.006 <0.05). So it can be concluded that the variable Work Discipline (X2) has a partial and significant effect on the Employee Performance variable (Y) which can be proven. From the results of calculations using the t test it turns out that of the two variables, the Work Discipline variable (X2) has the greatest t calculated value, namely 2,985.*

**Keywords:** Leadership Style, Work Discipline, Employee Performance.

## INTRODUCTION

Human resource management plays a very important role for the progress of an organization. Competent human resources play an important role for Kota Cinema Mall Pamekasan. Human resources are the most important factor in every activity of an organization/company. The importance of human resources in the activities of carrying out an efficient and effective work mechanism, because leaders and employees are

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subjects in every activity of a company. The problems that exist in Kota Cinema Mall Pamekasan include leadership style and work discipline which are still the foundation for companies to survive. Human resources have a major role in every company activity. This is related to the competencies that must be possessed by qualified human resources to be able to achieve company goals. Various efforts have been made to improve the performance of employees to get good results for the company.

Human resources are central figures in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. According to employee performance is the result or performance of employees assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor for improving employee performance. Improving employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore efforts to improve employee performance are the most serious management challenges because success in achieving goals and the survival of the company depends on the quality of the performance of the human resources in it.

Human resources are the only resources that have reason, feeling, desire, ability, skill, knowledge, encouragement, power and work. The only source that has ratio, taste and intention. All potential human resources influence the organization's efforts to achieve its goals. No matter how advanced the technology, the development of information, the availability of capital and adequate materials, without human resources it will be difficult for the organization to achieve its goals.

The first factor is about leadership. In this process the function of the leader has a very close role in determining the implementation of a company's organization. The function of a leader is not just to provide guidance and direction to employees, but the most important thing is how a leader is able to provide a clear vision and mission or direction for where the organization will go so that the results obtained are in accordance with the initial objectives of the company's establishment.

Leadership is defined as the ability possessed by a person to influence other people to work towards goals and objectives. The ability to influence that a leader has will determine the method used by employees in achieving work results. This is based on the argument which states that a leader has authority in planning, directing, coordinating and supervising employee behavior in accordance with the function of management. A leader is considered good if he is willing to accept changes, willing to accept criticism and suggestions from subordinates openly, and often pays attention to their welfare. Organizational leaders can influence behavior by creating organizational systems and processes that suit individual needs, group needs and organizational needs.

Leadership style is a norm of behavior used by someone when that person tries

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to influence others. Reza (2010) states that leadership style is behavior and strategy, as a result of a combination of philosophy, influence of leadership style, motivation, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Leadership style in leading an organization greatly affects the success of the organization in achieving its goals. The right leadership style will also encourage employees to excel.

Work discipline is one aspect that affects employee performance stated that discipline is the main capital that influences the level of employee performance. According to [9], work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid accepting sanctions, added that employee discipline is absolutely necessary so that all activities that are being and will be carried out run according to a predetermined mechanism. With work discipline, employees will not take actions that can harm the company.

According to asserts that the driving force that results in a member of the organization willing and willing to mobilize abilities, roles in the form of expertise and skills, energy and time to carry out various activities that are responsible and fulfill their obligations in the context of achievement. Meanwhile, according to states that: Discipline is the sixth operative function of Human Resource Management. Discipline is the most important HRM operative function because the better the employee discipline, the higher work performance can be achieved. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results.

According to discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms.

With this leadership style and discipline, teachers and employees are expected to increase company productivity as measured by the performance of employees in the company. Performance is a condition that indicates the amount of work that must be done or produced by an individual or work group according to their respective job descriptions. The performance of a company or organization is the accumulation of the performance of all individuals who work in it. In other words, efforts to improve company performance are through improving the performance of each individual [15]. Based on the background above, the researcher is interested in conducting research on the influence of leadership style and work discipline on the performance of employees of Kota Cinema Mall Pamekasan.

### **Research Purposes**

*To determine the simultaneous effect of leadership style and work discipline on employee performance.*

*To determine the dominant influence between leadership and work discipline on employee performance.*

## LITERATURE REVIEW

### Leadership Style

Leadership style is an action to influence others. In order to realize the expected goals, it is necessary to apply a leadership style that is appropriate to the organization. Leadership is a management function that is very important in achieving goals. Leadership is the activity of a leader in terms of influencing, encouraging and guiding and directing the activities of other people so that they are able to accept that influence and can then help achieve the goals set by the company. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates, says that leadership style is a variety of behavior patterns favored by leaders in the process of directing and influencing workers. In an organization, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is not an easy task. It's not easy, because you have to understand the different behavior of your subordinates. Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of leadership states that leadership is a person's ability to influence other people, in this case his subordinates in such a way that other people want to do the will of the leader even though personally it may not be liked.

Armstrong states that leadership is the process of inspiring all employees to work their best to achieve the expected results. So leadership is a way of inviting employees to act rightly, achieving commitments, and motivating them to achieve common goals. As for says that leadership is a process of influencing the activities of a group in an effort to achieve the goals set. According to leadership is the ability to influence other parties, through direct and indirect communication with the intention of moving people so that they are willing, understanding, and happy to follow the will of the leader.

Work Discipline states that discipline is a person's awareness and willingness to comply with all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities. So, he will obey/do all his duties properly, not under coercion. While what is meant by willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not defines discipline as an attitude, behavior and actions that are in accordance with company regulations, both written and unwritten.

According discipline is a management activity to carry out organizational standards. Meanwhile Tohardi (2002; 393) says discipline is an effort made to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system state that work discipline is a tool used by managers to change

behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms says Discipline is a force that develops within the worker's own body which causes him to adapt voluntarily to decisions, regulations, and high values of work and behavior. Thus work discipline can be summed up as an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and being able to carry them out and not evading sanctions if he violates the duties and authority given to him.

### **Employee Performance**

Performance is defined as what employees do or don't do. Employee performance is what affects how much they contribute to the organization. According to performance is the result of work that can be achieved by a person or group of people in an organization, according to authority and Journal of Management Science and Research : Volume 5, Number 4, April 2016 ISSN : 2461-0593 4 responsibilities each of them, in an effort to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics. High performance can be realized if managed properly, which is why every organization needs to implement performance management defines that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Meanwhile states that performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of this work can be shown real evidence both in terms of quality and quantity. From the previous description, it can be concluded that employee performance is the result of work that can be achieved both individually and in groups within an organization according to their respective responsibilities in order to achieve organizational goals.

### **Empirical Review**

The empirical review is the research conducted previously, in this case the research on the effectiveness of collecting market levies on local revenue. The following are some previous studies on the effectiveness of levy collection that have been carried out: Research by the Effect of Leadership Style and Work Discipline on Employee Performance at PT Indonesia Nippon Seiki Cikande Serang. The purpose of this study was to determine the effect of partially and simultaneously leadership style and work discipline on employee performance at PT. Indonesia Nippon Seiki Cikande Serang. And to find out how much influence the leadership style and work discipline on employee performance at PT. Indonesia Nippon Seiki Cikande Serang. The research method used is quantitative research. The populations in this study were all employees at PT. Indonesia Nippon Seiki Cikande Serang. The sample used in this study was 87 respondents. Data collection techniques by questionnaire, and data analysis techniques by instrument test, correlation coefficient, multiple linear regression, coefficient of determination, classical assumption test, t-test and F-test. The results showed that partially the leadership style had a positive and significant effect on employee performance, this could be proven from the tcount of  $5.992 > t_{table} 1.988$  with a

significant  $0.000 < 0.05$  then  $H_0$  was rejected and  $H_a$  was accepted, meaning that there was a positive and significant influence of leadership style on performance the employee. Partially, work discipline has a positive and significant effect on employee performance, this can be proven from the value of  $t_{count} 7.088 > t_{table} 1.988$  with a significant  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning there is a positive and significant effect of work discipline on employee performance. Simultaneously leadership style and work discipline have positive and significant effect on employee performance. This can be proven from the value of  $F_{count} 62.884 > F_{table} 3.11$  with a significance of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence of style leadership and work discipline simultaneously on employee performance. The magnitude of the effect of leadership style and work discipline simultaneously on employee performance by 60%, while the remaining 40% is influenced by other variables not examined in this study. And the value of R (Correlation) of 0.774 means that the level of relationship between leadership style ( $X_1$ ) and work discipline ( $X_2$ ) simultaneously on employee performance ( $Y$ ) has a strong relationship level.

The Influence of Leadership Style and Work Discipline on Employee Performance at PT Karya Multi Solusi Bumi Serpong Damai Tangerang. The research aims to determine the effects of work discipline and leadership style on employee performance. The samples in this research are 112 respondents. The data was collected using questionnaires method. Data analysis used linear regression by SPSS 24. The result shows that leadership style and work discipline have a significant impact on employee performance with the multiple linear regression value  $Y = 13,465 + 0,569 X_1 + 0,447 X_2$  and Fvalue of  $11.065 > F_{table} 3.08$  and a significant value of  $0.000 < 0.05$ .

The Influence of Leadership Style and Work Discipline on Employee Performance in the Department of Transportation Dompu District. This study aims to determine: (1) The influence of leadership style on employee performance at the Dompu Regency Transportation Office; (2) The influence of work discipline on employee performance at the Dompu Regency Transportation Office; The research method is quantitative which is causal in nature with multiple linear regression analysis techniques and interactive analysis. The population is all employees, the amounting to 93 employees with a sample of 93 employees using a full sampling (census). The results of the analysis show that the leadership style does not have a linear effect on the performance of employees at the Dompu Regency Department of Transportation while work discipline has a positive effect on employee performance at the Dompu Regency Transportation Office.

### **The Influence of Leadership Style on Employee Discipline in Wiyung Sejahtera Hospital**

This was a quantitative study with analytic observational research design. This study involved 80 employees working in Wiyung Sejahtera Hospital as a sample. All of the samples met the inclusion criteria as respondents. The independent variable in this

research is leadership style and the dependent variable is the level of employee work discipline. Data were obtained through survey with questionnaire aids. Result: The results showed 31.25% of the leadership styles applied by the head of the unit was directive leadership styles. The results of the linear regression effect test indicate that the significance value was  $\alpha$  is  $0,000 < 0.1$ . The results of the linear regression analysis showed that leadership style had a regression coefficient of 0.311. Conclusion: In conclusion, leadership style applied has an effect of 90.9% on the level of employee work discipline.

The Influence of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat Ogan Komering Ulu (OKU) Regency South Sumatra. The purpose of this study is to analyze the influence of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra. The research design is based on the study environment, the research is included in the field research design category. Researchers focus attention on phenomena in the field so that direct involvement of researchers is limited to observations as cross-information material obtained from the object. The research location was in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra, with a total sample of 128 respondents. The analysis technique used: validity and reliability test, multiple linear regression analysis, hypothesis test (F test and t test). The results of the analysis state that there is a significant influence on Leadership Style, Motivation and Work Discipline together against employee performance. And partially significant influence of Leadership Style against Employee Performance. Meanwhile, Work Motivation and Discipline partially do not have significant effects against Employee Performance.

## **METHODOLOGY**

The location of this research is in Pamekasan City Cinema Mall, Jl. Raya Nyalaran No. 224, Kowel, Pamekasan Regency. The type of research used in this research is explanatory research. The type of data used in this study is using primary data. The populations in this study were 32 employees of Kota Cinema Mall Pamekasan. The sampling procedure in this study is to use the saturated sample method. So the sample in this study were 32 employees of the Kota Cinema Mall Pamekasan. The data collection technique used in this study was a field survey [27], a field survey was carried out by observing directly how the influence of leadership style and work discipline on employee performance in Pamekasan City Cinema Mall by distributing questionnaires.

The data analysis used is multiple linear regression analysis. This analysis is used to determine whether there is a positive influence of the independent variable on the dependent variable with the regression equation as follows:

$Y = a + b_1 X_1 + b_2 X_2 + e$  Where: Y = dependent variable, namely the performance of Kota Cinema Mall Pamekasan employees X1 = independent variable namely leadership style X2 = independent variable, namely work discipline b = partial regression coefficient a = intercept constant e = error factor

### Variable Operational Definitions

Leadership style is a person's ability to direct, influence, encourage, and control other people or subordinates to be able to do a job consciously and voluntarily in achieving a certain goal. The leadership style indicators are:

*Objectivity*

*Dexterity*

*Firmness*

*Be aware of yourself*

*Teach*

Work Discipline is the willingness to comply with the rules and regulations that apply both written and unwritten which are manifested in attitudes and actions in order to achieve the goals that have been set. The indicators of work discipline are:

*Attendance rate*

*Obedience to superiors*

*Awareness of work*

*Responsibility*

Employee performance is a person's ability to carry out the tasks assigned or those that are his responsibility. As for the indicators of employee performance are:

*Quality of Work*

*Working Quantity*

*Work Reliability*

*Work Attitude*

## DISCUSSION

### Characteristics of Respondents

Characteristics of Kota Cinema Mall Pamekasan employees based on gender can be seen in table 4.1.

**Table 4.1.**

*Respondents Based on Gender*

No	Gender	Respondents	Percentage (%)
1	Male	21 Person	65,6 % %
2	Female	11 Person	34.4 % %
Amount		32	100 %

Data source: processed data (2022)

Based on table 4.1 above, it can be seen that the number of respondents based on gender is 21 people who are male with a percentage of 65.6% and 11 people who are female with a percentage of 34.4%. This shows that the biggest respondents are male. Characteristics of Kota Cinema Mall Pamekasan employees based on age can be seen in table 4.2.

**Table 4.2.**

*Respondents Based on Age*

No	Age (years)	Respondent	Percentage (%)
1	17-20	8	25.0



2	21-30	13	40.6
3	31-40	4	12.5
4	41-50	3	9.4
5	50 Up	4	12.5
	Amount	32	100

Data source: processed data (2022)

Based on Table 4.2, it can be seen that the largest age group of respondents is between 17-20 years old with a total of 21 people and a percentage of 65.6%, and respondents aged 21-30 years are 7 people with a percentage of 21.9%, and respondents aged 31- 40 years amounted to 4 people with a percentage of 12.5%. This shows that most employees are aged 17-20 or more.

### Multiple Regression Analysis

Multiple linear regression analysis was used in research to determine the magnitude of the influence between the independent variables and the dependent variable. Making multiple regression equations can be done by interpreting the numbers in the unstandardized coefficient beta. Recapitulation of the results of multiple linear regression analysis can be seen in the following table.

**Table 4.12.**

#### *Multiple Linear Regression Analysis*

Model	Unstandardized coefficients		Standardized coefficients	T	sig
	B	Std. Error	Beta		
1. (constant)	8.729	3.594	-	2,429	0,022
Leadership Style (X1)	0.519	0,198	0,489	2.451	0,008
Work Discipline (X2)	0,615	0,206	0,559	2.985	0,006

a. Dependent Variable: Y (Employee Performance)

Data source: processed data (2022)

The results of calculations using the help of the SPSS version 25.0 program obtained the multiple regression equation as follows:  $Y=8.729+0.519X_1+0.615X_2+e$  Constant ( $\alpha$ ) of 8,729 this indicates that if the variables of Leadership Style (X1), Work Discipline (X2) are considered constant (0), then Consumer decisions will increase by 8,729.

The leadership style regression coefficient ( $\beta_1$ ) is 0.519. This means that if the Leadership Style factor can be increased by 1 existing unit, then there is a positive contribution to the Leadership Style factor affecting Employee Performance 0.519 or 51.9%.

The regression coefficient of work discipline ( $\beta_2$ ) is 0.615. This means that if the Work Discipline factor can be increased by 1 existing unit, then there is a positive contribution to the Work Discipline factor influencing Employee Performance of 0.615 or 61.5%.

### Determination R Square Analysis

This determinant coefficient is used to determine the ability of the independent variable to explain the dependent variable. The higher the value of the coefficient of determination the better. The results of the determination can be seen in the following table.

**Table 4.13.**

#### Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0,718 <sup>a</sup>	0,668	0,618	1,324

a. Predictors: (constan), Leadership Style (X1), Work Discipline (X2)

Data source: processed data (2022)

Based on the table above, it shows the results of the calculation of R, namely showing an overview of the influence of the independent variables consisting of Leadership Style (X1), Work Discipline (X2) on the dependent variable, namely Employee Performance (Y). Obtained an R value of 0.718 or 71.8%, which shows the influence of the independent variable on the dependent variable is unidirectional and strong.

The coefficient of determination R square is 0.618 or 61.8% which indicates that the increase in Employee Performance is influenced by Leadership Style (X1) and Work Discipline (X2), while the remaining (100% -61.8% = 38.2%) is influenced by other factors which were not examined in this study.

### Hypothesis Testing

#### Simultaneous Test Analysis (F test)

To determine the effect simultaneously or jointly the independent variables consisting of Leadership Style (X1) and Work Discipline (X2) on the dependent variable, namely Employee Performance (Y). Then it can be seen the results of calculations using the F test as follows

**Table 4.14.**

#### ANOVA

Model	Sum of square	Df	Mean Square	F	Sig.
Regression	18.621	2	9.311	5.310	0,001b
Residual	50.847	29	1.753		
Total	69.469	31			

Dependent Variable: Employee Performance (Y)

Predictions: (constan), Leadership Style (X1), Work Discipline (X2)

Data source: processed data (2022)

From the results of the f test above, it is obtained that the f count is 5.310 and when compared to the f table it is 2.95. So it can be concluded that f count 5.310 > f table 2.95 with a significant level of 0.001 <0.05. Based on the explanation above, the author's hypothesis that Leadership Style (X1), Work Discipline (X2) simultaneously or jointly influences Employee Performance (Y) can be proven true.

### Partial Test Analysis (t test)

To determine the partial effect of independent variables consisting of Leadership Style (X1) and Work Discipline (X2) on the dependent variable, namely Employee Performance (Y). Then you can see the results of the calculation by testing t on table 4.15:

The t table value is 1.69389 with a significant level of 0.05. So it can be seen that the level of influence exerted by each independent variable on the dependent variable is as follows:

#### Partial Test of Leadership Style (X1)

The results of the partial test (t test) of the Leadership Style variable show that the t count is 2.451 > t table is 1.69389 with a significant level of 0.008 <0.05. This means that partially the Leadership Style variable (X1) has a significant effect on the Employee Performance variable (Y).

#### Price Partial Test (X2)

The results of the partial test (t test) for the Work Discipline variable show that the t count is 2.985 > t table is 1.69389 with a significant level of 0.006 <0.05. This means that partially the Work Discipline variable ((X2) has a significant effect on the Employee Performance variable (Y).

**Table 4.15**

*Coefficients and Test Results t*

Model	Unstandardized coefficients		Standardized coefficients	T	sig
	B	Std. Error	Beta		
1. (constant)	8.729	3.594	-	2,429	0,022
Leadership Style (X1)	0.519	0,198	0,489	2.451	0,008
Work Discipline (X2)	0,615	0,206	0,559	2.985	0,006

a. Dependent Variable: Y (Employee Performance) Data source: processed data (2022)

#### The Influence of the Variable Leadership Style on Employee Performance

Based on the research above, the Leadership Style variable obtained a significant value of 0.008 <0.05, so H0 was rejected and H1 was accepted, which means that Leadership Style has an effect on Employee Performance.

#### Effect of Work Discipline Variable on Employee Performance

Based on the research above, the Work Discipline variable obtained a significant value of 0.006 <0.05, so H0 was rejected and H2 was accepted, which means that Work Discipline has an effect on Employee Performance.

The influence of Leadership Style (X1) and Work Discipline (X2) variables on Employee Performance (Y).

Based on the research above, the variable Leadership Style (X1) and Work Discipline (X2) obtained an f count of 5,310 > f table 2.95 with a significant level of 0.001 <0.05, so H0 is rejected and H3 is accepted, which means product, price and

service affect performance Employee (Y).

## **CONCLUSIONS**

Based on the research results from the analysis of Leadership Style (X1) and Work Discipline (X2) on Employee Performance (Y), the researcher can provide the following conclusions:

The coefficient of determination R square is 0.718 or 71.8% which indicates that the increase in employee performance is influenced by Leadership Style (X1) and Work Discipline (X2), while the remaining (100% -71.8% = 28.2%) is influenced by factors others that were not examined in this study.

The results of calculations using the F test obtained f count of 5.310 and when consulted with f tables of 2.95, it shows that f count is greater than f table.

The results of calculations using the t test obtained t count for the Leadership Style variable (X1) of 2.451 and can be consulted with t table of 1.69389, obtained t count > t table and significant t count < t table (0.008 <0.05). So it can be concluded that the variable Leadership Style (X1) has a partial and significant effect on the Employee Performance variable (Y).

For the Work Discipline variable (X2), it is known that the t value is 2.985 and if consulted with a t table it is 1.69389, it is obtained t count > t table and a significant level of t count <t table (0.006 <0.05). So it can be concluded that the variable Work Discipline (X2) has a partial and significant effect on the Employee Performance variable (Y) which can be proven.

From the results of calculations using the t test it turns out that of the two variables, the Work Discipline variable (X2) has the greatest t calculated value, namely 2,985.

## **Suggestions**

Based on the research results and conclusions above, the researcher needs to provide suggestions, including:

From the research results it is known that Work Discipline (X2) is more dominant than Leadership Style (X1), this is expected from an increase in Leadership Style (X1) for an increase in Employee Performance (Y).

Future researchers, the results of this study are expected to be a reference for future researchers who will discuss the same matter in other places. Furthermore, researchers who wish to examine the same variables and objects are advised to pay attention to the results of previous studies in order to obtain better results.

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