

Testing the Relationship of Leadership Style, Discipline of Work, and Organizational Culture on Performance of PT. K

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Abstract—The purpose of this study was to determine the effect of leadership style, discipline of work, and organizational culture on performance of pt. k. The research method used is quantitative research methods. The population in this study were employees of PT. K with 52 people. The technique of measuring the number of samples uses all respondents. Data collection techniques using questionnaires and data analysis techniques using multiple regression analysis. The results showed that burnout had a positive and significant effect on turnover intention and employee engagement had a negative and significant effect on turnover intention.

Keywords: *leadership style, discipline of work, organizational culture on performance*

I. INTRODUCTION

PT K organization whose aim is to create a product in the form of land transportation services. This organization is a place for individuals who share roles in a work system, and the tasks and responsibilities are detailed in this organization. As a result of the interaction of various individuals who have the characteristics and interests, the organization forms a lifestyle, behavior and ethics that will all characterize the condition of the organization. Every member of the organization is inseparable from the cultural values shared by organizational members that unites the organization. Human resource-related problems in organizations demand serious considerations because no matter how sophisticated the technology used in an organization as well as how large amount of organizational capital an organization manage, employees are those who run such resources [1]. This shows that without good quality of employees in carrying out their duties, the success of the organization is hardly to be achieved, and the contribution of employees in an organization will determine the progress or downturn of an organization.

Human resources are the most important assets of a company because of their role in implementing policies and operational activities of the organization. Employee performance is the mind and effort an employee is devoted to their jobs. Employee contributions to the organization will be important if the contributions are conducted correctly and effectively [2].

Every organization has its own characteristic meaning that each organization has its own personality. One factor that distinguishes an organization from other organizations is its culture. Organizational culture is concerned with how employees accept organizational cultural values [3].

The vision of PT K is to become the best railroad service provider that focuses on customer service and meets stakeholders' expectations. PT Khas a mission of running the railroad business and its supporting areas, through the best business practices and organizational models to provide high added value for stakeholders and environmental sustainability, based on four main pillars: safety, timeliness, service and convenience. But vision and mission has not been consistently implemented indicated in the fact that trains crashes caused by damaged locomotives frequently happened and this causes some dissuption in PT K's service delivery. The department that handles locomotive maintenancahas already conducted an evaluation or checking on monthly basis. However, this step has not been able to reduce complaints about the damaged locomotive.

With the number of locomotive disruptions in recent years, it shows that the performance of the unit facilities especially the locomotive depot has not been optimal. The employees' willingness to work depends on the support from the organization. Employees who have good work motivation can be said as employees who have high dedication to their profession, and this can be seen from their performance. This time the researcher will conduct a study on "testing the relationship of leadership style, discipline of work, and organizational culture on performance of PT. K."

The study will address several research questions such to what extent the influence of leadership style, discipline, organizational culture and leadership style on employee performance. This research aims to measure the extent of leadership style, discipline and organizational culture leadership styleon performance.

Everyone has their own characteristics that distinguish them from others, and so is a leader . The leader is a person who consciously regulates a number of people so that they want to move according to the goals set. The style displayed by each leader will differ according to individual

characteristics. "Leadership style is the norm behavior that is used by someone when that person tries to influence the behavior of others or subordinates." [4]. Furthermore, suggests that "Leadership is a process of planning, organizing, and controlling the efforts of members, as well as the process of using all organizational resources to achieve the stated organizational goals [5]." In the same vein, "Leadership is one's way leaders influence the behavior of subordinates, so they want to work together and work productively to achieve organizational goals." Meanwhile, "Leadership is an activity that influences people so the people want to work together to achieve the desired goals" [6]. From this definition it can be concluded that leadership is an art owned by a leader in influencing the behavior of subordinates in order to that they are willing to work together in achieving the stated organizational goals.

The purposes of leadership theory are : that leaders really understand leadership techniques (as the form of practical behavior) so that they can function successfully as a leader in applying certain techniques in the midst of life and organization; through understanding leadership theories, the leader behavior will become more effective and more to be in line with the values and norms of the organization and management, and hence the quality of leadership can be improved. "Leadership are certain traits that help someone better lead others, and the characteristics of most leaders are not innate, but are studied and developed [7]."

Characteristics a leader must possess in order to carry out the tasks successfully include: having spiritual, social and physical maturity; showing exemplary; the ability to solve problems creatively; having honesty; having communication skills; having strong motivation to lead; being discipline; having a sense of responsibility; having many relations; having emotional stability; being fast in decision making; and being brave to take risks [8].

A good employee certainly understands the meaning of obedience that must be maintained when he works for a company. Compliance with applicable regulations is the seed of discipline that must always be fostered to fit the direction of the leadership and to be in line with company goals. Employee discipline is defined as situations where "employees come regularly and on time, if they dress well and appropriately at their jobs, if they use materials and equipment carefully, if they produce the amount and method of work determined by the office or company and finish on time [9]. Other said that "work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. Discipline is "A person's awareness and willingness to obey all company regulations and applicable social norms [10]."

There are 2 forms of work discipline, preventive discipline and Corrective discipline. There are three approaches to discipline namely, modern discipline approach, discipline approach with tradition and Approach to discipline with an aim [9].

Habits that have formed long ago will gradually form a person's behaviors. Similarly, the values and norms that apply in an organization or company will over time affect the way the employees think. "Organizational culture as a set of values

and norms that controls the interaction of organizational members with each other and with people outside the organization. And "organizational Culture is one's will, ability and willingness to adjust its behavior to the organizational culture, has relevant high level with the will, ability and willingness to increase productivity it works [5]."

"Organizational culture is the result of the interaction between the biases and assumptions of its founders, as well as what was learned by the first members of the organization employed by the founders and their own experiences". Organizational culture that is formed consistently will have a good impact on employee performance. Organizational culture can be changed according to organizational needs but the change needs be performed properly and understood by all parties. A good organizational culture is usually based on local wisdom, individual characteristics within the company and the development of technology. A strong organizational culture will differentiate an organization from the other organizations and create economic added value [11].

Employees will show their performance as a manifestation of their existence and consistency. Employees must be able to demonstrate their work so they can be valued. "Employee performance is the work that has been achieved by individuals in accordance with their roles or duties during a certain period, which is associated with a certain measure of value or standard of organization where the individual works". Performance as an extension between meeting individuals and their expectations about what the individuals should do related to a role, and the performance is an evaluation of various habits in the organization, which requires clear standardization" [8].

Employee performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Performance is defined as "the achievement or achievement of a person regarding the tasks assigned to him. Performance is the result obtained by organizations, either profit or non-profit oriented which are produced over a period of time".

Based on the above theory it can be concluded that performance is the work of employees, further stated that in employee performance, there are factors that can affect employee performance, including ability factor and motivation factor. Psychologically employee ability consists of potential a leadership style, discipline of work, and organizational culture bility (IQ) and reality ability (knowledge + skill). That is, employees who have an IQ above average (IQ 110-120) with adequate education for the position and skilled in doing daily work, then he will more easily achieve the expected performance. Therefore, employees need to be placed in jobs that match their expertise (the right man in the right place, the right man on the right job) [8].

There are 2 motivation factors. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to be directed towards achieving work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential [7].

The objectives of performance evaluation are in order to know the skills and abilities of employees, make a basis for planning in the field of staffing especially in improving working conditions, quality improvement and work results, to know the overall condition of the organization from the staffing field, especially the employee's performance at work, Personally, employees know their strengths and weaknesses, thus they can development. For superiors who judge the employee performance will pay more attention and get to know his subordinates/employees, so they can be able to motivate employees, the results of the assessment of work implementation can be useful for research and development in the field of staffing [12].

The benefits of performance appraisal for organizations is as a consideration for: compensation adjustments, performance improvements, training and development needs, decision making in terms of placement, promotion, transfer, dismissal and workforce planning, for employee research purposes, helping diagnosis on employee incorrect behaviors [13].

Performance problems in organizations can be caused by many factors. These factors can be grouped into four main causes of the following performance problems that is knowledge or skills, environment, resources and motivation [7]. In knowledge or skills aspect, performance problem can come from employees who do not know how to carry out tasks correctly, lack of skills, knowledge, or abilities. In environment aspect the performance problems are not related to employees, but are caused by work environment, poor processes, ergonomics etc. In resource aspect, the performance problem come from lack of resources or technology. In motivation, the performance problem can come from employees who know how to run a job but do not perform it correctly. This might be caused by an imperfect selection process.

The aspects of work standards consist of quantitative aspects and qualitative aspects. Quantitative aspects include: work processes and conditions, the time spent or the length of time carrying out the work, number of errors in carrying out the work, number and type of service delivery at work. The qualitative aspects include accuracy of work and quality of work, the level of ability to work, the ability to analyze data/information, the ability/failure to use machines/equipment, the ability to evaluate (consumer complaints/objections).

Theoretically, this research is expected to give insight into knowledge in the field of human resource studies, especially regarding employee performance. Practically, this research is expected to be an additional reference for future research on improving the performance of PT K's employees from the aspects of leadership style, work discipline, and organizational culture.

The study was conducted at PT K. This research was conducted in January 2019 until June 2019.

II. RESEARCH METHODS

This study uses quantitative research methods, because the purpose of this study is to determine the effect of burnout and employee engagement on turnover intention through statistical testing [14].

In this study there are three independent variables namely leadership style, discipline of work, and organizational culture, and one dependent variable is performance. The dimensions used in work performance is ability factor and motivation factor.

The population in this study were employees of PT K with a total of 52 employees. The sample are use all populations.

Data collection techniques in this study using a questionnaire with an instrument measurement scale using a Likert scale. Data analysis techniques used multiple regression analysis [14].

III. RESULTS

Based on the results of statistical data processing regarding the instrument reliability test, it can be seen the results of the instrument validity test in the table below:

TABLE I. VALIDITY TEST RESULTS

Case Processing Summary			
		N	%
Cases	Valid	52	100,0
	Excluded ^a	0	,0
	Total	52	100,0

^a. Listwise deletion based on all variables in the procedure.

Source : data processing results, 2019

Based on table 1, it is known that all instruments in this study have the value of $r_{count} > r_{table}$. The value of r_{table} in this study is 0.205, so it can be concluded that all instruments in this study are valid.

The instrument reliability test results can be seen in the table below

TABLE II. RELIABILITY TEST RESULTS

Case Processing Summary			
		N	%
Cases	Valid	52	100,0
	Excluded ^a	0	,0
	Total	52	100,0

^a Listwise deletion based on all variables in the procedure.

Source : data processing results, 2019

Based on the reliability test results it is known that the value of chonbach's alpha burnout variable is 0.820, the value of chonbach's alpha employee engagement variable is 0.827 and the value of chonbach's alpha variable turnover intention is 0.817, all three variables have a chonbach's alpha value > 0.70, so it can be concluded that all instruments in this study is reliable.

The test results regarding the correlation coefficient and the coefficient of detrmination are shown in the following model summary table:

TABLE III. MODEL SUMMARY

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974 ^a	.949	.946	4,278	2,145

^a Predictors: (Constant), leadership style, discipline of work, and organizational culture

^b Dependent Variable: work performance

Source : data processing results, 2019

Based on the summary model table it is known that the correlation coefficient (R) is 0.974, this can be interpreted that the degree of closeness of the relationship intention is the strong category. The coefficient of determination (Adjusted R Square) is 0,946, this means that the level of accuracy of the prediction reaches 94,6%.

This study examines all hypotheses, namely that The results of the hypothesis test are shown in the following Coefficient table:

TABLE IV. COEFFICIENTS^A

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,396	3,383		1,595	,117
	GK	,011	,079	,011	,134	,894
	Diciplin	,886	,118	,845	7,512	,000
	BO	,125	,087	,127	1,438	,157

^a Dependent Variable: work performance

Source : data processing results, 2019

Based on the coefficient table it is known that the calculated T value > 1,662 (T Table) so that it can be concluded that there is a positive and significant influence between independent variables, then the first hypothesis in this study is supported.

ANOVA test results are displayed in the following table:

TABLE V. ANOVA^b

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16262,229	3	5420,743	296,194	,000 ^b
	Residual	878,463	48	18,301		
	Total	17140,692	51			

^a Dependent Variable: work performance

^b Predictors: (Constant), leadership style, discipline of work, and organizational culture

Source : data processing results, 2019

Based on the Anova table, the F-calculated value is 29,619, while the F-table value (0.05,2.87) is 3,101 so it can be seen that 29,619 > 3,101, it can be said that the variables used in the model are job burnout and employee engagement. to explain the phenomenon of turnover intention.

IV. DISCUSSION

Based on the results of research in chapter, it can be concluded that leadership style, discipline, organizational culture and leadership style affect employee performance.

A. Leadership Style Influences Performance

Leaders should have spiritual, social and physical maturity, show good examples, be able to solve problems creatively, have honesty, have communication skills, have a strong motivation to lead, show discipline, have a sense of responsibility, have many relations, have emotional stability, be fast in decision making and be dare to take risks.

B. Discipline is Considered Capable of Improving Performance

Companies need to implement preventive discipline or prevention through clear rules, proper communication, and corrective discipline by providing a clear, firm and fair punishment in accordance with established regulations.

C. Organizational Culture is also Predicted to be Able to Improve Performance

Organizational culture that is formed consistently will have a good impact on employee performance. Organizational culture can be changed according to organizational requirements but this needs a mature concept, the concept of change must be understood by all parties. A good organizational culture is usually based on local wisdom, individual characteristics within the company and the changing times. A strong organizational culture will differentiate each organization and create economic added value.

D. Improved Performance

Work performance can be done by taking into account the employee ability factor. The employee ability factor consists of potential ability (IQ) and reality ability (i.e. knowledge + skill). That is, employees who have an IQ above average (IQ 110-120) with adequate education for certain position and having required skill in doing daily work, he/she may more easily achieve the expected performance. Therefore, employees need to be placed in jobs that match their expertise (the right man in the right place, the right man on the right job). Furthermore, improved performance can be reached by motivation factor that is formed from the attitude (attitude) of an employee in dealing with work situations. Motivation is a condition that moves employees to be directed towards achieving work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential.

V. CONCLUSION

Based on the results and discussion, it can be concluded that leadership style, discipline of work, and organizational culture has a positive and significant effect on performance.

This study still has limitations, namely the accuracy of the prediction of this study is 94,6%, is very strong accuracy, but further research is needed regarding other determinants of work performance.

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