THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT. WORKS OF HEVEA INDONESIA WITH WORK DISCIPLINE AS A VARIABLE INTERVENING

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Abstract
This study aims to determineThe Effect of Leadership Style on Employee Performance at Pt. Karya Hevea Indonesia With Work Discipline As Intervening Variable. Based on 1)it can be seen that tcount (4.363) > ttable (1.701), as well as with a significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the Leadership Style variable(X) positive and significant effecton Work Discipline (Y1). 2) it can be seen that tcount (1.917) > ttable (1.701), and a significance value of 0.00 <0.05, it can be concluded that the second hypothesis is accepted, meaning that Leadership Style(X) positive and significant effecton Employee Performance (Y2). 3) it can be seen that tcount (2.504) > ttable (1.701), and the significance value is 0.00 <0.05, it can be concluded that the third hypothesis is accepted, meaning Work Discipline (Y1)influentialpositive andsignificanton Employee Performance (Y2). 4) the direct effect of variable X on variable Y2 is 0.200. While the indirect effect through the Y1 variable is 0.636 x 0.329 = 0.2092, the results of the calculations show that the direct effect through the X variable is smaller than the indirect effect on the Y2 variable.

Keywords:Leadership Style, Employee Performance, and Work Discipline

INTRODUCTION

In an era of increasingly fierce business competition, companies must be able to survive and be able to improve the quality of their human resources. Human resources are a very important element compared to other company elements. The role of employees is very important in the progress of the company because employees act as thinkers, planners and controllers of company activities.

Bastian (2010: 2) states that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of a strategic scheme (strategic planning) of an organization. Based on the explanation above, performance is a result achieved by someone in carrying out tasks based on skills, experience and sincerity as well as time according to predetermined standards and criteria.

The leadership style generally assumes that people's opinions are better than their own and that participation will lead to responsibility for its implementation. Another assumption is that participation provides opportunities for members to develop their employees so that employees can continue to be innovative and creative (Rivai, 2014). Democratic leaders are leaders who have the characteristics of good responsibility and cooperation, strength in

the active participation of members, respecting every potential, and also utilizing each member according to their expertise. Democratic leaders are very good, what else is applied in organizations that have critical members. However, we see the practice in the field, this type of democratic leadership also has weaknesses.

The role of HR Management itself is very influential on the performance of employees, because human resources are the most important resource and very decisive in the survival of a company/organization. Basically everyone has extraordinary potential and has not been fully utilized. In this affirmation, it is the manager's duty to utilize these resources in such a way for the benefit of achieving organizational goals, while still providing an appreciation and respect for the HR concerned.

It is said that the company's goals can be achieved not only depending on modern equipment, adequate facilities and infrastructure, but more depending on the human resources who carry out the work. The achievement of an organization is strongly influenced by the individual performance of its employees. Every corporate organization must always spur the performance of its employees in the hope of being able to achieve harmony in every part of the company, so that the expected goals are achieved.

Performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics. One way to spur performance employees in an organization or company to further improve employee performance optimally such as giving compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all employees. The existence of activities will greatly affect the provision of compensation. Motivation with compensation can motivate employee behavior to encourage work more actively, enthusiastically,

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. From the understanding of communication above, it can be concluded that communication is a process of sending and receiving messages that occur between sources and recipients and then produce an understanding that can affect one another. Related to the success of a company or organization, every communication process that takes place between individuals will produce an influence that supports performance. PT. Karya Hevea was founded in 1979, the Head Office is located in Medan City and the Plantation Unit is in Hevea Village, Dolok Masihul District, Serdang Bedagai Regency. PT. Karya Hevea is a company engaged in agribusiness, especially oil palm plantations. PT. Karya Hevea was founded based on SK. Minister of Agriculture of the Republic of Indonesia No. 178/KPTS/UM/III/1979 on March 17, 1979 and approved by the Governor of North Sumatra on April 28, 1980 to develop oil palm plantations in the transmigration area. By forming farmer partnerships with the company, this aims to make the government program successful in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections.

Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. PT. Karya Hevea was founded based on SK. Minister of Agriculture of the Republic of Indonesia No. 178/KPTS/UM/III/1979 on March 17, 1979 and approved by the Governor of North Sumatra on April 28, 1980 to develop oil palm plantations in the transmigration area. By forming farmer partnerships with the company, this aims to make the government program successful in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. PT. Karya Hevea was founded based on SK. Minister of Agriculture of the Republic of Indonesia No. 178/KPTS/UM/III/1979 on March 17, 1979 and approved by the Governor of North Sumatra on April 28, 1980 to develop oil palm plantations in the transmigration area. By forming farmer partnerships with the company, this aims to make the government program successful in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. Minister of Agriculture of the Republic of Indonesia No. 178/KPTS/UM/III/1979 on March 17, 1979 and approved by the Governor of North Sumatra on April 28, 1980 to develop oil palm plantations in the transmigration area. By forming farmer partnerships with the company, this aims to make the government program successful in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. Minister of Agriculture of the Republic of Indonesia No. 178/KPTS/UM/III/1979 on March 17, 1979 and approved by the Governor of North Sumatra on April 28, 1980 to develop oil palm plantations in the transmigration area. By forming farmer partnerships with the company, this aims to make the government program successful in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. it is aimed at the success of government programs in alleviating poverty with a plantation business pattern.PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour. it is aimed at the success of government programs in alleviating poverty with a plantation business pattern. PT. Karya Hevea has an area of 10,281 hectares which is divided into 12 sections. Oil palm planting

activities began in 1970. The first production was in 1972, then established a palm oil factory (PMKS) and began operating in 2002. The processing capacity of the factory is 60 tons of FFB/hour.

PT Karya Hevea, which was previously a merger of several companies, began to develop the plantation industry in Indonesia more than 30 years ago. Starting from a cassava plantation, then developing a rubber plantation, until in 1984, the cultivation of oil palm plantations began in Riau Province. Now, the Company continues to grow and become one of the largest oil palm plantation companies and is managed through good management. As of 2017, the total area managed by the Company reached 285,025 hectares spread across the islands of Sumatra, Kalimantan and Sulawesi.

The phenomenon in this study is that there are still many employees who are still late when they come to work where discipline is still decreasing and will result in a decrease in performance levels with a significant decrease in the number of production results in the last few months

Table
Production results as of 2019

Month	Amount / Ton	Percentage	Target achievement
September	1,200 Tons	70%	1600 Tons
October	1,450 Tons	80%	1600 Tons
November	1,150 Tons	68%	1600 Tons
December	1,223 tons	69%	1600 Tons

Source: PT. Karya Hevea Indonesia

Then the workload that has not been targeted, coupled with the leadership style of the foremen or field supervisors who do not provide flexibility for employees to work makes achievement decrease.

LITERATURE REVIEWS

Leadership Style

The leadership style generally assumes that people's opinions are better than their own and that participation will lead to responsibility for its implementation. Another assumption is that participation provides opportunities for members to develop their employees so that employees can continue to be innovative and creative (Rivai, 2014). These styles can vary on the basis of motivation, power or orientation towards a particular task or person. Among several leadership styles, there are positive and negative leaders, where the differences are based on the way and their efforts to motivate their subordinates. If the approach to giving motivation emphasizes rewards (both economic and non-economic) it means that a positive leadership style has been used. Conversely, if the approach emphasizes punishment or punishment, it means that he is applying a negative

leadership style. This second approach can produce acceptable results in many situations, but comes at a human cost.

Work Discipline

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. From the understanding of communication above, it can be concluded that communication is a process of sending and receiving messages that occur between sources and recipients and then produce an understanding that can affect one another. Related to the success of a company or organization, every communication process that takes place between individuals will produce influences that support the performance of employees.

Performance

Performance refers to employee achievements as measured based on standards or criteria set by the company. The definition of work performance or performance is given a limit. as a person's success in carrying out a job. Bastian (2010: 2) states that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of a strategic scheme (strategic planning) of an organization. So, performance is the willingness of a person or group of people to carry out activities or perfect them in accordance with their responsibilities with the expected results.

METHODS

The data collection technique used is by:

1. Questionnaire

In this questionnaire, a closed question model will be used, namely questions that have been accompanied by alternative answers before so that respondents can choose one of the alternative answers.

The processing of data in this study uses a Likert Scale.According to Sugiyono (2013: 132) "Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena". In answering this Likert scale, the respondent only gives a mark, for example a checklist or a cross on the answer chosen according to the statement. The questionnaire that has been filled in by the respondent needs to be scored. The following is the weight of the rating on the Likert scale.

Table
Rating Weight

Statement	Positive Score
Strongly Agree / Always	Score 5
Agree/Often	Score 4

Doubtful/Sometimes/Normally	Score 3
Don't agree	Score 2
Strongly Disagree	Score 1

Source: Sugiyono (2012:94)

2. Interview

According to Sugiyono (2015: 231) interviews are a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied, but also if the researcher wants to know things from respondents that are more in-depth.

3. Library Studies

Literature study, according to Nazir (2013) data collection technique by conducting a review study of books, literature, notes, and reports that have to do with the problem being solved.

Data Types and Sources

1. Data Type

According to Sugiyono (2015), the types of data are divided into 2, namely qualitative and quantitative. This study uses data types in the form of qualitative and quantitative.

a. Qualitative Data

Qualitative data according to Sugiyono (2015) is data in the form of words, schemes, and pictures. The qualitative data of this research are the names and addresses of the research objects

b. Quantitative Data

Quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data that is numbered.

2. Data Source

According to Sugiyono (2012: 193) the types of data are divided into two, namely:

a. Primary data is a data source that directly provides data to data collectors. In this study, the primary data was in the form of data from questionnaires and interviews conducted by researchers.

b. Secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents.

RESULTS AND DISCUSSION

Results and Discussion

1. Validity Test

Validity testing uses SPSS version 25.00 with criteria based on the calculated r value as follows:

a) If r count > r table or – r count < - r table then the statement is declared valid.
b) If r count <r table or – r count > - r table then the statement is declared no valid.

This test was carried out on 30 respondents, then df = 30-k = 28, with α = 5%, an r table value of 0.361 was obtained (Ghozali, 2016), then the calculated r value would be compared with the r table value as in the following table:

Table of Validity Test Results

Leadership Style (X)			
Statement	**rcount**	**rtable**	**validity**
1	0.781	0.361	Valid
2	0.635	0.361	Valid
3	0.509	0.361	Valid
4	0.601	0.361	Valid
Employee Performance (Y2)			
Statement	**rcount**	**rtable**	**validity**
1	0.566	0.361	Valid
2	0.757	0.361	Valid
3	0.591	0.361	Valid
Work Discipline (Y1)			
Statement	**rcount**	**rtable**	**validity**
1	0.698	0.361	Valid
2	0.498	0.361	Valid
3	0.513	0.361	Valid
4	0.778	0.361	Valid

Source: Processed data (2019)

The table shows that all the statement points, both the Leadership Style (X), Employee Performance (Y2) and Work Discipline (Y1) variables, have a higher r count than the r table value, so that it can be concluded that all statements for each variable are declared valid.

1. Reliability Test

Reliability is an index that shows the extent to which a measuring device can be trusted or relied on. According to Sugiyono (2013) A factor is declared reliable if the Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results are obtained:

Table of Reliability Test Results

Variable	***Cronbach Alpha***	**Constant**	**Reliability**
Leadership Style (X)	0.730	0.6	Reliable
Employee Performance (Y2)	0.727	0.6	Reliable
Work Discipline (Y1)	0.742	0.6	Reliable

Source: Processed data (2019)

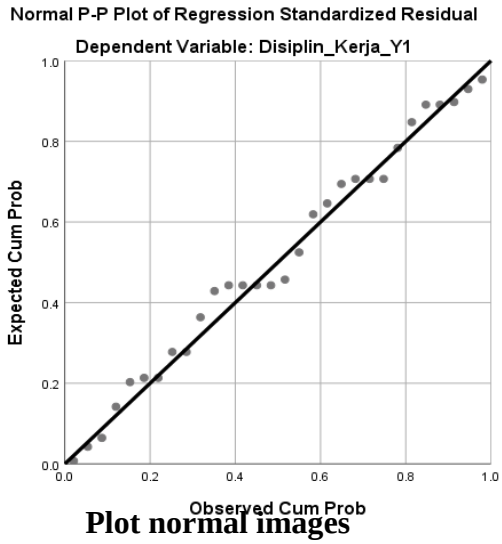
Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tools in this study have fulfilled the reliability test (reliable and can be used as a measuring tool).

Test the Classical Assumptions of Equation 1

As for testing the classical assumptions with the SPSS program25.00 which was carried out in this study included:

1. **Normality test**

   The Normality Test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The normality test for the graphical method uses the normal probability plot, while the normality test for the statistical method uses the one sample Kolmogorov Smirnov test. The normality test using the graphical method can be seen in the following figure:



Plot normal images

Data that is normally distributed will form a straight diagonal line and residual data plotting will be compared with the diagonal line, if the residual data distribution is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table of the One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		30
Normal Parameters, b	Means	.0000000
	std. Deviation	1.42895377
Most Extreme Differences	absolute	094

	Positive		077
	Negative		-.094
Test Statistics			094
asymp. Sig. (2-tailed)			.200c,d
Monte Carlo Sig. (2-tailed)	Sig.		.967e
	99% Confidence Intervals	LowerBound	.882
		Upperbound	1,000

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Based on 30 sampled tables with a starting seed of 2000000.

Source: Processed data (2019)

From the output in the table it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.967. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser test, in the glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication of heteroscedasticity occurring. Conversely, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

The results of data processing using SPSS 17.00 show the results in the following table:

Table of Glejser Test Results

Coefficientsa

Model	Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.
1 (Constant)	.851	1,396		.610	.547
Style_Leadership_X	.017	089	.037	.195	.847

a. Dependent Variable: Abs_RES

Simple Linear Regression Testing

Multiple linear regression testing explains the role of the Leadership Style variable (X) on the Work Discipline variable (Y1). Data analysis in this study used multiple linear regression analysis using*SPSS 25.0 for windows*. The analysis of each variable is explained in the following description:

Table of Simple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	5,471	2,322		2,356	.026		
	Style_Leadership_X	.649	.149	.636	4,363	.000	1,000	1,000

a. Dependent Variable: Discipline_Work_Y1

Source: Processed data (2019)

Based on these results, the multiple linear regression equation has the formulation:**Y1 = a + b X + ε**, so the equation is obtained: Y1 = 5.471 + 0.649 X + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 5.741 indicates the magnitude of the Work Discipline variable (Y1) if the Leadership Style variable (X) is equal to zero.
b. The regression coefficient value of the Leadership Style variable (X) (b1) is (0.649) indicating the large role of the Leadership Style variable (X) on the Work Discipline variable (Y1). This means that if the variable factor of Leadership Style (X) increases by 1 unit value, it is predicted that the Work Discipline variable (Y1) will increase by (0.649) unit.

Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R^2) the greater (closer to 1), it can be said that the influence of the variableLeadership Style (X)is big againstVariable Work Discipline (Y1).

The value used in viewing the coefficient of determination in this study is in the adjusted R square column. This is because the value of the adjusted R square is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in the following table:

Determination Coefficient Table

Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.636a	.405	.383	1,454	2,250

a. Predictors: (Constant), Style_Leadership_X
b. Dependent Variable: Discipline_Work_Y1

Source: Processed data (2019)

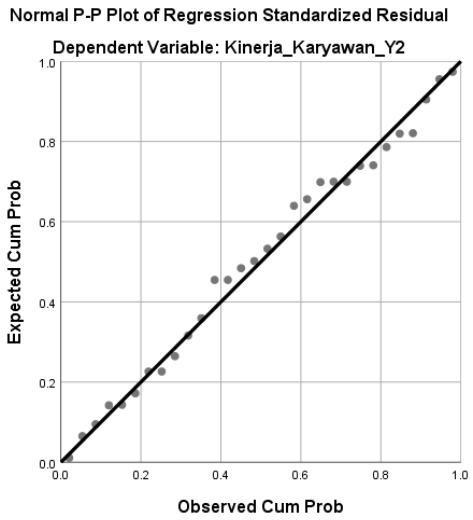
Based on the table, it can be seen that the value of the adjusted R square is 0.383 or 38.3%. This shows ifvariableLeadership Style (X) can explain the Work Discipline variable (Y1) of 38.3%, the remaining 61.7% (100% - 38.3%) is explained by other variables outside this research model.

Test the Classical Assumptions of Equation 2

As for testing the classical assumptions with the SPSS program25.00 which was carried out in this study included:

a. Normality test

The Normality Test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The normality test for the graphical method uses the normal probability plot, while the normality test for the statistical method uses the one sample Kolmogorov Smirnov test. The normality test using the graphical method can be seen in the following figure:



Plot normal images

Data that is normally distributed will form a straight diagonal line and residual data plotting will be compared with the diagonal line, if the residual data distribution is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table of the One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		30
Normal Parameters, b	Means	.0000000
	std. Deviation	1.15867280
Most Extreme Differences	absolute	086
	Positive	071
	Negative	-.086
Test Statistics		086
asymp. Sig. (2-tailed)		.200c,d
Monte Carlo Sig. (2-tailed)	Sig.	.967e

99% Confidence Intervals	LowerBound	.882
	Upperbound	1,000

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Based on 30 sampled tables with starting seed 299883525.

Source: Processed data (2020)

From the output in the table it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.967. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study was seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 25.00 program for windows can be seen in the following table:

Table of Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	6,190	2,099		2,950	006		
	Style_Leadership_X	.146	.159	.200	1917	.367	.595	1,680
	Discipline_Work_Y1	.235	.156	.329	2,504	.144	.595	1,680

a. Dependent Variable: Performance_Employee_Y2

Source: Processed data (2019)

Based on the table it can be seen that: The tolerance value of Leadership Style (X) is 0.595, Work Discipline (Y1) is 0.595 where all are greater than 0.10 while the VIF value of Leadership Style (X) is 1.680 and Work Discipline (Y1) of 1.680, all of which are less than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 5, so there is no correlation symptom in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser test, in the glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication of

heteroscedasticity occurring. Conversely, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

The results of data processing using SPSS 17.00 show the results in the following table:

Table of Glejser Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	.636	1.217		.523	.606
	Style_Leadership_X	.107	092	.282	1,160	.256
	Discipline_Work_Y1	-.089	.090	-.239	-.982	.335

a. Dependent Variable: Abs_RES

Multiple Linear Regression Testing

Multiple linear regression testing explains the role of Leadership Style (X) and Work Discipline (Y1) on Employee Performance (Y2). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is explained in the following description:

Table of Multiple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas	t	Sig.	Collinearity Statistics tolerance	Collinearity Statistics VIF
1	(Constant)	6,190	2,099		2,950	006		
	Style_Leadership_X	.146	.159	.200	1917	.367	.595	1,680
	Discipline_Work_Y1	.235	.156	.329	2,504	.144	.595	1,680

a. Dependent Variable: Performance_Employee_Y2

Source: Processed data (2019)

Based on these results, the multiple linear regression equation has the formulation:**Y2 = a + b1X + + b3Y1 + ε**, so the equation is obtained: Y2 = 6.190 + 0.146 X + -0.235 Y1 + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 6.190 indicates the magnitude of Employee Performance (Y2) if Leadership Style (X) and Work Discipline (Y1) are equal to zero.

b. The regression coefficient value of Leadership Style (X) (b1) is 0.146 indicating the magnitude of the role of Leadership Style (X) on Employee Performance (Y2) assuming the variable Work Discipline (Y1) is constant. This means that if the Leadership Style factor (X) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.146 value units assuming constant Work Discipline (Y1).
c. The regression coefficient value of Work Discipline (Y1) (b3) is 0.235 indicating the magnitude of the role of Work Discipline (Y1) on Employee Performance (Y2) assuming the variable Leadership Style (X) is constant. This means that if the Work Discipline factor (Y1) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.235 value units assuming the Leadership Style (X) is constant.

Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R^2) the greater (closer to 1), it can be said that the effect of variable X is large onWork Discipline(Y1).

The value used in viewing the coefficient of determination in this study is in the adjusted R square column. This is because the value of the adjusted R square is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in the following table:

Determination Coefficient Table

Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.482a	.232	.175	1,201	1897

a. Predictors: (Constant), Discipline_Work_Y1, Style_Leadership_X
b. Dependent Variable: Performance_Employee_Y2

Source: Processed data (2020)

Based on the table, it can be seen that the value of the adjusted R square is 0.175 or 17.5%. This shows that Work Discipline (Y1) and Leadership Style (X) can explain Employee Performance (Y2) by 17.5%, the remaining 82.5% (100% - 17.5%) is explained by other variables outside the model this research.

Hypothesis testing

1. t test (Partial)

The t statistical test is also known as the individual significance test. This test shows how far the influence of the independent variables partially on the dependent variable.

In this study, partial hypothesis testing was carried out on each independent variable as shown in the following table:

Partial Test Table (t) Equation 1

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	5,471	2,322		2,356	.026		
	Style_Leadership_X	.649	.149	.636	4,363	.000	1,000	1,000

a. Dependent Variable: Discipline_Work_Y1

Source: Processed data (2020)

a. Hypothesis test the influence of the Leadership Style variable (X) on the Work Discipline variable (Y1). The form of hypothesis testing based on statistics can be described as follows:

   Decision Making Criteria:

   1) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05.
   2) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05.

   From the table it is obtained that the tcount is 4.363 With α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701 From this description it can be seen that tcount (4.363) > ttable (1.701), likewise with a significance value of 0 .00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable is Leadership Style(X) positive and significant effecton Work Discipline (Y1).

Partial Test Table (t) Equation 2

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	6,190	2,099		2,950	006		
	Style_Leadership_X	.146	.159	.200	1917	.367	.595	1,680
	Discipline_Work_Y1	.235	.156	.329	2,504	.144	.595	1,680

a. Dependent Variable: Performance_Employee_Y2

Source: Processed data (2020)

b. Test the influence of the Leadership Style Hypothesis(X)on Employee Performance (Y2)

   The form of hypothesis testing based on statistics can be described as follows:

   Decision Making Criteria:

   a) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05
   b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

   From the table it is obtained that the tcount is 1.917 With α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701 From this description it can be seen that tcount (1.917) > ttable (1.701), and its significance value is 0.00 <0.05, it can be concluded that the second hypothesis is accepted, meaningLeadership Style(X) positive and significant effecton Employee Performance (Y2).

c. Hypothesis Test of the influence of Work Discipline (Y1) on Employee Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount> - ttable orSig value. >0.05

b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From the table it is obtained that the tcount is 2.504 With α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701 From the description it can be seen that tcount (2.504) > ttable (1.701), and its significance value is 0.00 < 0.05, it can be concluded that the third hypothesis is accepted, meaningWork Discipline (Y1)influentialpositive andsignificanton Employee Performance (Y2).

2. Path Analysis

In order to prove that whether a variable is capable of being a variable that mediates the relationship between the independent variable and the dependent variable, a direct and indirect effect calculation will be carried out between the independent variable and the dependent variable. If the indirect effect of the independent variable on the dependent variable through the intervening variable is greater than the direct effect of the independent variable on the dependent variable, then this variable can be a variable that mediates between the independent variable and the dependent variable (Ghozali, 2016). To carry out direct and indirect calculations, it is carried out from the standardized values of the regression coefficients equations I and II as follows:

Table of Standardized Coeffients Equation I

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas
1	(Constant)	5,471	2,322	
	Style_Leadership_X	.649	.149	.636

a. Dependent Variable: Discipline_Work_Y1

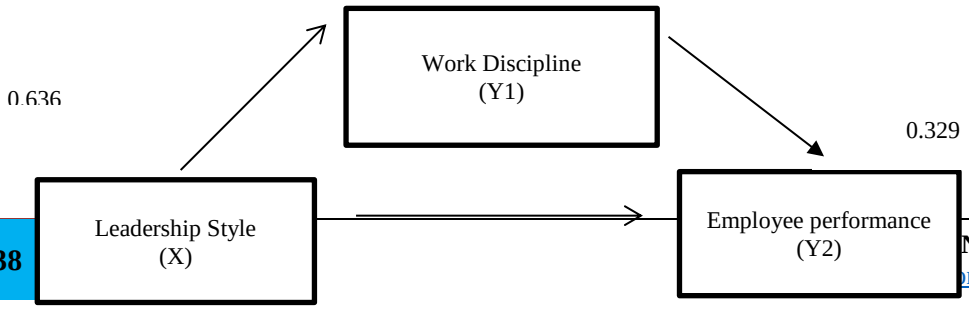
Table of Standardized Coeffients Equation II

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients std. Error	Standardized Coefficients Betas
1	(Constant)	6,190	2,099	
	Style_Leadership_X	.146	.159	.200
	Discipline_Work_Y1	.235	.156	.329

a. Dependent Variable: Performance_Employee_Y2

Furthermore, the value of standardized coefficients beta will be entered into the path analysis image as follows:



0.200

Path Analysis Figure

The path analysis image shows the direct effect of variable X on variable Y2 of 0.200. While the indirect effect through the Y1 variable is 0.636 x 0.329 = 0.2092, the results of the calculations show that the direct effect through the X variable is smaller than the indirect effect on the Y2 variable. These results can be seen in the following table:

Table of Direct and Indirect Relationships

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Leadership Style(X)	0.200	0.636	-	Significant	As Independent Variable
2	Work Discipline(Y1)	0.329	-	0.209	Significant	As an Intervening Variable

Source: Processed data (2020)

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. What was submitted stated that:obtained tcount value of 4.363 With α = 5%, ttable (5%; nk = 28) obtained ttable value of 1.701 From this description it can be seen that tcount (4.363) > ttable (1.701), likewise with a significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable is Leadership Style(X) positive and significant effecton Work Discipline (Y1).
2. obtained tcount value of 1.917 With α = 5%, ttable (5%; nk = 28) obtained ttable value of 1.701 From this description it can be seen that tcount (1.917) > ttable (1.701), and its significance value is 0.00 <0 .05, it can be concluded that the second hypothesis is accepted, meaningLeadership Style (X) significant effecton Employee Performance (Y2).
3. obtained tcount value of 2.504 With α = 5%, ttable (5%; nk = 28) obtained ttable value of 1.701 From this description it can be seen that tcount (2.504) > ttable (1.701), and its significance value is 0.00 <0 .05, it can be concluded that the third hypothesis is accepted, meaningWork Discipline (Y1)influentialpositive andsignificanton Employee Performance (Y2).
4. The path analysis image shows the direct effect of variable X on variable Y2 of 0.200. While the indirect effect through the Y1 variable is 0.636 x 0.329 = 0.2092, the calculation results obtained show that the indirect effect through the Y1 variable is greater than the direct effect on the Y2 variable.

Suggestions

To perfect this research, there are several additional aspects proposed in the suggestions in this research, namely as follows:

1. Further research is suggested to consider variables not examined in this study.
2. It is recommended for future researchers to expand the scope of research objects, for example in the scope of provincial or national governments throughout Indonesia.

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