



Analysis of Leadership, Work Discipline and Job Satisfaction on Employee Performance at CV Yudi Putra

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ABSTRACT

This study was conducted at CV Yudi Putra to analyze the influence of leadership, discipline, and job satisfaction on employee performance. The sample consisted of 44 employees from a total population of 45 people including employees and leaders. The data used included primary and secondary data, collected through field research, field assessments, and observations. The analysis was conducted using multiple linear regression, classical assumption tests, and hypothesis tests (t-test and f-test). The results showed that leadership (X1) and discipline (X2) had a significant positive impact on employee performance, while job satisfaction (X3) had a positive but insignificant effect. Simultaneously, leadership, discipline, and job satisfaction affected employee performance with the results of the F test showing a significant effect. The correlation between the three variables and employee performance reached 58%, while 42% was influenced by other factors such as training, compensation, and work stress

INTRODUCTION

CV Yudi Putra is one of the companies that operates as a means of improving commodity trading performance, especially in the coffee retail sector and carrying out activities related to increasing the value of coffee as an export commodity, highlighting and strengthening working relations in business countries related to this business. To maximize its market, CV Yudi Putra has created a management team to oversee ongoing business operations at Jl. Bakti Luhur, Gg. Sekolah, No. 139F Medan, North Sumatra. Since its establishment until now CV Yudi Putra has been called a coffee commodity company that has survived and advanced. This company is aware of the management of militarized human resources to have a high level of performance. This can be seen from several Pre-Survey results, 20 employees/respondents showed problems with employee performance, namely the average respondent who answered "yes" was 42.5% while the average respondent who answered "no" was 57.5%. So it can be concluded that employees have a level of performance that is not yet optimal. This should be a reflection for the administration in order to carry out evaluations related to employee performance problems in the related company. Then the problem of leadership is that the average respondent who answered "yes" was 42.5% while the average respondent who answered "no" was 57.5%. So it can be concluded that the leaders in the company have a level of performance that is not yet optimal. Then the problem of work discipline is that the average respondent who answered "yes" was 37.5% while the average respondent who answered "no" was 62.5%. So, it can be concluded that employees have a level of work discipline that is not yet optimal. This must be reviewed by management because it can have an impact on decreasing employee performance at work. Then the problem of job satisfaction is that the average respondent who answered "yes" was 40% while the average respondent who answered "no" was 60%. So it can be concluded that employees have a level of job satisfaction that is not yet optimal. This must be reviewed by the administration because it can have an impact on decreasing job satisfaction in improving employee performance at work.

LITERATURE REVIEW

Employee Performance

According to Kasmir (2017), performance is the result of work and productivity achieved in carrying out tasks and responsibilities within a certain period of time. Mangkunegara (2017) explains that performance includes the quality and quantity of work achieved by an employee in completing tasks according to responsibilities. Asmike (2021) defines employee performance as the ability to achieve goals or results set based on job analysis within a certain time. Kasmir's book (2018) mentions 13 factors that influence employee performance: skills, knowledge, work plans, leadership style, character, satisfaction, discipline, work environment, organizational culture, motivation, commitment, and loyalty. Kasmir (2017) also identified 6 indicators of employee performance: quality, quantity, time period, cost, control, and relationships between employees. Findings by Sri Rahayu (2018), Rahmawan & Adiwati (2021), Pratiwi et al. (2022), and Andico & Mahargiono (2022) show

that leadership attitudes, discipline, and job satisfaction, both individually and together, affect employee performance.

Leadership

According to Siagian (2017), leadership attitude is the way a person influences and controls others, which is seen from his actions. Siagian (2017) identified 6 indicators that influence leadership style: personality, expectations and attitudes of superiors, characteristics of group members, task requirements, weather conditions and organizational rules, and expectations and characters of colleagues. Siagian (2017) also mentioned 6 indicators of leadership: a climate of mutual understanding, respect for member ideas, respect for member feelings, attention to work comfort, proportional recognition of status, and assessment of factors that influence subordinate job satisfaction. Research by Mukarramah (2020), Andri Pratama (2021), Dewi Safitri (2022), and Lika Prastiwi (2023) shows that leadership attitude has a significant effect on employee performance.

Work Discipline

According to Sutrisno (2016), discipline is a person's readiness to comply with the norms and regulations that exist around him. Sutrisno (2016) mentions 6 indicators of discipline: exemplary leadership, clear guidelines, leadership courage in decision-making, leadership evaluation, attention to employees, and habits that support discipline. Sutrisno (2009) identified 4 indicators of work discipline: work hour regulations, dress codes and work ethics, work guidelines and interactions with other units, and regulations regarding what is and is not allowed. Research by Mirza Rizky (2020), Rian Ulfah (2021), Louis Amelita Hutajulu (2022), and Ika Rahmadani (2023) shows that discipline has a significant effect on employee performance.

Job Satisfaction

According to Hasibuan (2019), job satisfaction is a positive emotional feeling towards work that is reflected in morale, discipline, and work performance. This satisfaction can come from the work itself, life outside of work, or a combination of both. Bintoro and Daryanto (2019) identified 4 indicators of job satisfaction: psychological, social, health, and economic factors. Hasibuan (2019) mentioned 8 factors that indicate job satisfaction: loyalty, skills, integrity, creativity, leadership, salary, additional benefits, and work environment. Research by Sri Rahayu (2019), Chika Titania Anarsi (2020), Diah Ayu Lestari (2021), and Chairahma Balqis (2022) shows that job satisfaction has a significant effect on staff work results.

METHODS

This study was conducted at Jl. Bakti Luhur, Gg. Sekolah, No. 139F Medan, North Sumatra, with the object of research being all employees at CV Yudi Putra. This study uses three independent variables: Leadership (X1), Work Discipline (X2), and Job Satisfaction (X3), and one dependent variable, namely Employee Performance (Y). The approach used is associative-quantitative with multiple linear regression analysis method to analyze quantitative data using SPSS version 24.0. The questionnaire data was converted into numeric using a Likert scale. From 45 staff, a sample of 44 staff was taken as respondents with the Saturated Sampling Technique, which involved all members of the

population except the leadership. This study follows the method of Sugiyono (2019), with the process of testing the validity and reliability of data through SPSS 24.0, and the analysis was carried out by testing normality, multicollinearity, and heteroscedasticity according to the formulation (Sugiyono, 2016).

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Information:

Y = Employee Performance

α = Constant, β = Regression Coefficient

X1 = Leadership

X2 = Work Discipline

X3 = Job Satisfaction

e = Error term

Hypothesis testing is carried out using the T test (individual) and F test (simultaneous) to see the partial and simultaneous impacts (Baguna et al., 2023). Finally, the determination test is carried out to assess the contribution of the independent variables to the dependent variables and their level of closeness (Nawari, 2023).

RESULTS

1. Data Quality Testing

a. Validity Testing

Table 1. Alignment of Each Question to the Variables

Variables	Question no.	Symbol	rhitung	critical	Information
Leadership (X1)	1	X1-1,1	0.912	0.290	Valid
	2	X1-1,2	0.906	0.290	Valid
	3	X1-2,1	0.759	0.290	Valid
	4	X1-2,2	0.556	0.290	Valid
	5	X1-3,1	0.775	0.290	Valid
	6	X1-3,2	0.631	0.290	Valid
	7	X1-4,1	0.768	0.290	Valid
	8	X1-4,2	0.428	0.290	Valid
	9	X1-5,1	0.702	0.290	Valid
	10	X1-5,2	0.652	0.290	Valid
Work Discipline (X2)	1	X2-1,1	0.606	0.290	Valid
	2	X2-1,2	0.632	0.290	Valid
	3	X2-2,1	0.786	0.290	Valid
	4	X2-2,2	0.758	0.290	Valid
	5	X2-3,1	0.695	0.290	Valid
	6	X2-3,2	0.553	0.290	Valid
	7	X2-4,1	0.578	0.290	Valid
	8	X2-4,2	0.738	0.290	Valid
Job Satisfaction (X3)	1	X3-1,1	0.655	0.290	Valid
	2	X3-1,2	0.437	0.290	Valid
	3	X3-2,1	0.486	0.290	Valid
	4	X3-2,2	0.570	0.290	Valid
	5	X3-3,1	0.294	0.290	Valid
	6	X3-3,2	0.412	0.290	Valid
	7	X3-4,1	0.346	0.290	Valid
	8	X3-4,2	0.602	0.290	Valid
Employee Performance (Y)	1	Y1-1,1	0.656	0.290	Valid
	2	Y1-1,2	0.510	0.290	Valid
	3	Y1-2,1	0.554	0.290	Valid
	4	Y1-2,2	0.383	0.290	Valid
	5	Y1-3,1	0.481	0.290	Valid
	6	Y1-3,2	0.457	0.290	Valid
	7	Y1-4,1	0.420	0.290	Valid
	8	Y1-4,2	0.511	0.290	Valid
	9	Y1-5,1	0.426	0.290	Valid
	10	Y1-5,2	0.519	0.290	Valid
	11	Y1-6,1	0.550	0.290	Valid
	12	Y1-6,2	0.389	0.290	Valid

The results of the validity test show that each question in the variables of Leadership (X1), Work Discipline (X2), Job Satisfaction (X3), and Employee Performance (Y) has a calculated r value greater than the critical or r calculated > 0.290 . This indicates that all data from the questionnaire for each variable is valid and appropriate (Sugiyono, 2016).

b. Reliability Testing

Table 2. Reliability Test Results of Each Variable

Reliability Statistics				
Variables	Cronbach's Alpha	N of Items	Cronbach's Alpha Minimal	Conclusion
Leadership (X1)	0.920	10	0.60	Reliable
Work Discipline (X2)	0.891	8	0.60	Reliable
Job Satisfaction (X3)	0.767	8	0.60	Reliable
Employee Performance (Y)	0.825	12	0.60	Reliable

The results of the reliability test show that the Cronbach's Alpha values for the variables Leadership (X1), Work Discipline (X2), Job Satisfaction (X3), and Employee Performance (Y) are all more than 0.60. This means that respondents provide stable and consistent responses between questionnaires on each variable, so that the data from the questionnaire can be considered reliable (Sugiyono, 2016).

2. Classical Assumption Testing

a. Data Normality Testing

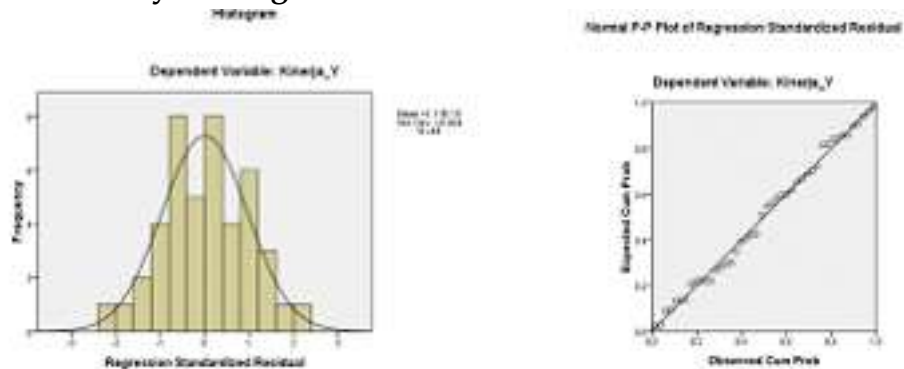


Figure 1. Histogram Curve and PP Plot Normality Graph

The histogram curve is convex in the middle, resembles a bell, and is symmetrical without skewing to the left or right (Leindarita & Andriansa, 2022). The PP Plot graph shows that 94 data points are around the diagonal line, with many points touching the line. The distribution of these points indicates that the respondent data is normally distributed, so the regression model meets the assumption of normality based on the PP Plot graph (Rejeki & Hadi, 2020).

Table 3. Data Normality with Kolmogorov-Smirnov Test

One Sample Kolmogorov Smirnov Test		Unstandardized Residual
N		44
Normal Parameters	Mean	.0000000
	Std. Deviation	2.97400261
Most Extreme Differences	Absolute	.073
	Positive	.070
	Negative	-.073
Kolmogorov Smirnov Z		.485
Asymp. Sig. (2-tailed)		.973

Sources: data processed by SPSS, 2024

The table shows the results of the Kolmogorov-Smirnov test with a significance value (Asymp. Sig. 2-tailed) of 0.973, which is greater than 0.05. This indicates that the residual values are normally distributed and meet the normality assumption. Thus, the data in this study are statistically normally distributed and meet the requirements for classical assumption testing (Bakti, 2020).

b. Multicollinearity Testing

Table 4. Multicollinearity Test Result

Variabel	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
Kepemimpinan X1	.451	2.219
Disiplin kerja_X2	.551	1.816
Kepuasan kerja_X3	.759	1.317

Sources: data processed by SPSS, 2024

The results of the multicollinearity test show that Leadership (X1), Work Discipline (X2), and Job Satisfaction (X3) have a Tolerance value of more than 0.10 and a VIF (Variance Inflation Factor) of less than 10. This means that there are no symptoms of multicollinearity between the independent variables, so that each variable meets the classical assumption test (Rianto & Aseandi, 2020).

c. Heteroscedasticity Testing

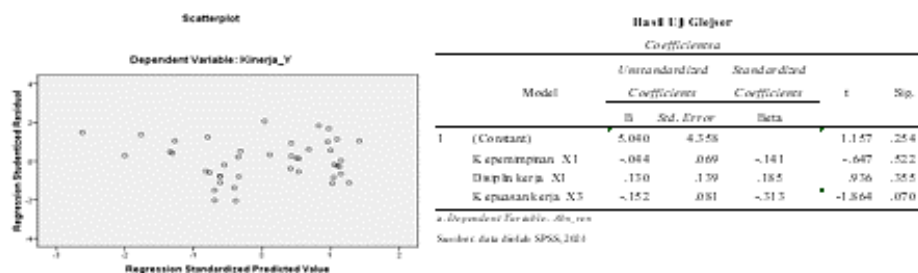


Figure 3. Scatterplot Graph and Glejser Test

The scatterplot graph shows that 94 data points are randomly distributed, without a particular pattern, and spread above and below the zero Y-axis, indicating the absence of heteroscedasticity in the regression model (Sujarweni, 2016). The results of the Glejser test also show a significance value of more than 0.05 for the variables Leadership (X1) (0.522), Work Discipline (X2) (0.355), and Job Satisfaction (X3) (0.070), which indicates the absence of heteroscedasticity

and the absence of confounding variables. Thus, the regression model meets the standard assumptions according to the Scatterplot and Glejser tests (Sujarweni, 2016).

3. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
1 (Constant)	.051	8.516		.006	.955
Kepeimpinan_X1	.356	.134	.390	2.652	.011
Disiplin kerja_X1	.773	.271	.379	2.850	.007
Kepuasan kerja_X3	.276	.159	.197	1.733	.091

a. Dependent Variable: Kinerja_Y

Sources: data processed by SPSS, 2024

The table above shows the results of the multiple linear regression test as follows:

$$Y = 0.051 + 0.356 X1 + 0.773 X2 + 0.276 X3$$

The explanation is:

- The constant of 0.051 indicates that if the variables Leadership, Work Discipline, and Job Satisfaction are considered zero, employee performance is estimated to increase by 0.051.
- The Leadership Coefficient of 0.356 means that every one unit increase in Leadership will increase employee performance by 0.356 (35.6%).
- The Work Discipline Coefficient of 0.773 means that every one unit increase in Work Discipline will increase employee performance by 0.773 (77.3%).
- The Job Satisfaction Coefficient of 0.276 means that every one unit increase in Job Satisfaction will increase employee performance by 0.276 (27.6%).

4. Hypothesis Testing

a. Partial Testing (t-Test)

Table 6. T-test Results (Partial)

Model	Coefficients ^a		t	Sig.
	Standardized			
	Beta			
1 (Constant)			.006	.955
Kepeimpinan_X1	.390		2.652	.011
Disiplin kerja_X1	.379		2.850	.007
Kepuasan kerja_X3	.197		1.733	.091

a. Dependent Variable: Kinerja_Y

Sources: data processed by SPSS, 2024

In this study, with a sample of $n = 44$, $t_{table} = 1.680$ was obtained at $\alpha = 0.05$. The results of the partial test are as follows:

- Leadership (X1) has a positive and significant influence on employee performance ($t_{count} = 2.652 > t_{table} 1.680$ and $sig. = 0.011 < 0.05$), so hypothesis H1 is accepted.
- Work Discipline (X2) also shows a positive and significant influence on employee performance ($t_{count} = 2.850 > t_{table} 1.680$ and $sig. = 0.007 < 0.05$), so that hypothesis H2 is accepted.

- c. Job Satisfaction (X3) has a positive but insignificant influence on employee performance (tcount = 1.733 > ttable 1.680 and sig. = 0.091 > 0.05), so hypothesis H3 is accepted.

The t-test shows that Work Discipline (X2) is the variable that most significantly influences employee performance, with the highest t-value of 2.850.

d. Simultaneous Testing (F-Test)

Table 7. Simultaneous Test Results (F-Test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	593.565	3 ^b	197.855	20.809	.000 ^c
Residual	380.322	40 ^b	9.508		
Total	973.886	43			

a. Predictors: (Constant), Kepemimpinan_X1, Disiplin kerja_X2, Kepuasan kerja_X3

b. Dependent Variable: Kinerja_Y

Source: data processed by SPSS, 2024

In this study, with a sample of n = 44, the value of df (1) = k - 1 = 4 - 1 = 3 and df (2) = n - k = 44 - 4 = 40, obtained Ftable = 2.87 at α = 0.05. While the value of Fcount = 20.809 with sig. = 0.000. Based on the table, it can be concluded that Leadership (X1), Work Discipline (X2), and Job Satisfaction (X3) simultaneously have a significant influence on Employee Performance (Y) at CV Yudi Putra (Fcount > Ftable and sig. < 0.05), so that the H4 hypothesis is accepted.

5. Testing the Coefficient of Determination (R2)

Table 8. Results Testing the Coefficient of Determination (R2)

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R	F Change
1	.781 ^a	.609	.580 ^a	3.08351	.609	20.809

a. Predictors: (Constant), Kepemimpinan_X1, Disiplin kerja_X2, Kepuasan kerja_X3

b. Dependent Variable: Kinerja_Y

Source: data processed by SPSS, 2024

Based on the table, the coefficient of determination value of R = 0.781 indicates a strong correlation between Leadership (X1), Work Discipline (X2), and Job Satisfaction (X3) with Employee Performance (Y) in the company. The adjusted R² value = 0.580 means that 58% of the variation in employee performance can be explained by the three variables, while the remaining 42% is influenced by other factors not studied, such as training, compensation, work stress, and workload.

1. The Impact of Leadership on Employee Performance at CV Yudi Putra

The test results show that leadership has a significant effect on employee performance, with tcount > ttable (2.652 > 1.680) and a significance value of 0.011 < 0.05, which supports the acceptance of H1. This indicates that the role of a leader is very important in the success of employees in carrying out their duties. Effective leaders can coordinate and communicate well, so that employees are more prepared to follow instructions and carry out tasks. Research by Wahyuni, et al. (2023) and Dewayanti, et al. (2023) also shows that leadership affects the achievement of employee work results. Therefore, the conformity between the findings of this study and previous studies shows that employee success is

highly dependent on the role of the leader in providing clear direction and instructions. Good leadership will affect the company's ability to achieve its goals and manage human resources effectively.

2. The Influence of Work Discipline on Employee Performance at CV Yudi Putra

In the test, it was found that work discipline has a significant impact on improving employee performance, proven to be significant with a $t_{count} > t_{table}$ ($2.850 > 1.680$) and a significance of $0.007 < 0.05$, supporting the acceptance of H2. This shows that work discipline affects the success of employees in carrying out their duties in the company. High awareness of work rules such as hours of entry, breaks, and going home, makes employees use their working time optimally. Research by Situmorang and Siagian (2022) and Wijaya, et al. (2022) also shows that work discipline has a positive effect on performance. This finding is consistent with previous research, emphasizing the importance of discipline in achieving company progress.

3. The Influence of Job Satisfaction on Employee Performance at CV Yudi Putra

The results of the study showed that job satisfaction (X3) did not have a significant effect on employee performance at CV Yudi Putra, with a $t_{count} > t_{table}$ ($1.733 > 1.680$) and a significance of $0.091 > 0.05$, so H3 was accepted. This shows that although job satisfaction is important, not all employees feel it equally. Differences in background and views of each employee affect their level of satisfaction. Employees who understand the limitations of the company may feel satisfied even though it is not entirely according to expectations, but are still motivated to work well because they still get other benefits such as salary and bonuses. Research by Azis, et al. (2023) and Putra, et al. (2023) also confirms that job satisfaction has a positive effect on performance, emphasizing the importance of job satisfaction in increasing employee morale and performance.

CONCLUSION

The conclusions of the study results are as follows:

- a. Leadership partially has a positive and significant influence on employee performance at CV Yudi Putra, with $t_{count} > t_{table}$ ($2.652 > 1.680$) and a significance of $0.011 < 0.05$.
- b. Partial work discipline also has a positive and significant influence on employee performance at CV Yudi Putra, with $t_{count} > t_{table}$ ($2.850 > 1.680$) and a significance of $0.007 < 0.05$.
- c. cPartial job satisfaction shows a positive but insignificant influence on employee performance at CV Yudi Putra, with $t_{count} > t_{table}$ ($1.733 > 1.680$) and significance of $0.091 > 0.05$.
- d. Simultaneously, leadership, work discipline, and job satisfaction have a positive and significant influence on employee performance at CV Yudi Putra, with $F_{count} > F_{table}$ ($20.809 > 2.84$) and a significance of $0.000 < 0.05$.

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