

# The Influence of Leadership and Discipline on Employee's Performance in Bank Mandiri Branch Bogor

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**Abstrak.** The purpose of this research, is to know and to analyze the influence of leadership and discipline on employee performance both partially and simultaneously on the employee performance. The research method that is used is associative clausal. The number of populations in this research is 150 employees and the number of samples are 75 samples. The analysis technique is using multiple linier regression analysis. Based on the F Test, the leadership and discipline have a simultaneous influence to the employee's performance in Bank Mandiri Branch Bogor with the score of F Count > F Table (569 > 3, 18). Based on the T Test, it shows that the leadership and discipline bring a significant influence to the employee's performance in Bank. Mandiri Branch Bogor. With the T Count > T Table (10,046 > 1.662) with the significant rate  $0,000 < 0,005$ . Based on the Coefficient Determination Analysis, the Adjusted R Square is 0,600 or 60%.

**Kata kunci:** Leadership, Discipline, Performance.

## INTRODUCTION

In modern society, there are plenty of companies with a variety of fields in the company. In order for the company to grow, the company needs to have a good leader that can lead the company and lead the employees to achieve the vision and mission of the company. Leaders play essential role in accomplishment of goals and boost employee's performance. Different leadership styles bring different work performance. In general, leadership is the main factor of influencing an employee's work performance. Different leadership styles are different in each country. Banks in each country has their own effective leadership styles that performance positively to employees work performance. In general, transformational leadership and individual oriented leadership is the most effective in effecting the work performance of employees, such as the employees in Turkish and Pakistani Banks. In Finland the leader uses transformational leadership style. The leader is ambitious and strict. The Finns employees says that the Finns leader should be more present and more interactive with the employees. The Finns leader is mostly giving freedom to the employees, which makes the employees feel that the leader does not care to the employees. The leader should communicate more and use more time interaction with the employees, so that the employees feel more involved with the leader. The leader in meetings doesn't give a chance to the employees to speak up and give their point of view or opinion. The leader cannot focus on the employees, in developing the employees because it has too much work task.

In France, the French leader gives a distance with the employees. The French leader focuses on getting the work done and is less supportive and encouraging the employees to work better. While in Indonesia, the leader in Bank BJB Summersari, 50% of employees say that the leader rushes the employees to achieve the target. This lowers the employee's work performance. In Bank BCA Syariah Malang, the leader is always trying to innovate and the innovation is not the same as the syariah standard. The employees are hard to adapt to syariah standard, because it has just changed from conventional bank to syariah bank. Discipline plays an important role in the work performance of employees. Discipline is the willingness of a person to obey the rules of the organization and the norms in which the employees come to work and goes home on time and does its task properly. Discipline plays a role in achieving the goal of the organization. In general, in banks in Europe, such as in Germany, work discipline makes the employees be committed in meeting deadlines, finishing the task and meeting targets. The employees will learn from their mistakes and not to do that mistake again by having a discipline.

While in Indonesia, in Bank BRI Pamulang, the employees are not discipline in working. The absent rate is high and the employees don't finish their job or task according to the target. Bank Mandiri is a state bank. It has 500 employees in Bogor and in Bank Mandiri Juanda it has 150 employees. Every 6-8 months, there is a change of leadership. The leader will be rolled in the office in every 6-8 months. There are situations when employees match with the leader and there are situations when employees don't match with the leader.

In the marketing department, the leader tells the employees to sell the products of the bank. Such as selling debit and credit cards, mortgage, etc. According to the interview result, the employees have to sell according to the monthly target. In doing the task, the employees are having a hard time to finish the task. From the table, it can be seen that the employees has to sell the products of the bank, reaching to Rp. 198.986.68. While the gap is Rp. 26.154.23. Which is 86, 86%. Which means that the employees haven't accomplished of reaching the target up to 86, 86%. Because of this, the leader will give solution to the employees when the employees are having a difficulty in selling the product. But the solution is not the same as the reality in the field. When the employees cannot sell according to the target in each month after the leader makes a monthly performance appraisal, and it shows that there are some employees that cannot reach the target of selling the products, then the leader will threaten to fire the employee by the end of the year. This makes the employees become stress in working and effects the employee performance. Although

the employees are already discipline in working. Because of this, the writer wants to do research with the title "The Influence of Leadership and Discipline on Employee Performance in PT. Bank Mandiri Bogor Branch".

### Formulation of Problem

Based on the background of the problem and the description above, the research questions in this study can be formulated as follows:

1. How does leadership influence to employee performance?
2. How does discipline influence to employee performance?
3. How does leadership and discipline influence to employee performance?

## LITERATURE REVIEW

### Discipline

Discipline is when an employee keeps on following the rules made in the organization. in order to reach to goal of the organization. According to Hamadi (2012) discipline is "*Discipline* is a power that develops within a person and makes the person can adapt to the decisions that has been made". According to Handoko (2012) states that "*Discipline* is the willingness of a person to follow all the rules in the organization". Rivai and Sagala (2013) are in the view that *Discipline* is a tool for managers to be able to communicate with their employees so that the employees are willing to change their behavior to follow and to obey the rules that is made in the organization. Setyaningdyah (2014) adds that work discipline is a wisdom that makes every individual become responsible to obey all the rules that has been made by the surroundings. Based on the above definition, it can be concluded that discipline is an important aspect for the organization to work well and run well. With discipline, employees feel responsible in doing their job well and rewarded accordingly. According to Hasibuan (2014), there are a couple of indicators of discipline, which are as follows: (1) purpose and Skill, the purpose and skill can affect the discipline of an employee. With a clear purpose and goals, that challenges the employees. In order for the employee to work in its peak performance and be discipline in working so, then the goal of the organization can and will be achieved. (2) leader as a role model, the leader should be the role model, setting an example to the employees. The leader should also be discipline in working, so that the employees will follow the leader. The leader should have discipline, need to be honest, fair and to act the same way as he/ she said or commanded the employees to do so. (3) remuneration, remuneration is in the form of a salary from the organization to the employees. For the reason that the employees have given their services to the organization, as a compensation, the organization gives the employee remuneration in the form of salary. Remuneration also effects discipline, because remuneration will make the employee love their job and strive to do better in their performances. The better the organization gives their remuneration to the employees, the most likely the employees will have good work discipline. (4) supervise, the supervisor always keeps an eye on the employees, watching the tasks and functions assigned to them; then eventually the employees will work in a more discipline manner, this way, the employees won't get reprimand or receive punishment from their supervisor. (5) punishment, when the organization decide to give a high punishment to the employees for being undisciplined, then the employees will tend to work in a more discipline manner in order to avoid the aforesaid high punishment and as a result, may have a bad effect on the employees' career. (6) responsible, employees have to be responsible to their job and the task that has been given to them. The employees have to finish the task that have been given by the leader and when they finish it on time that means the employees have a good work discipline. (7) absent rate when an employee has a high work discipline, he/ she will have a small absent rate. On the other hand, when the employee has a low work discipline, he/ she will have a high absent rate which can have a bad effect for the employees' performance in the future.

### Performance

Performance is the result of the work that the employee has done. According to Sedarmayanti (2011), performance means the result of the work that the employee has done. Moeheriono (2012) added that performance is the result of the work that the employee or a group has done in an organization, quantitatively and qualitatively. According to what is authorized, the task and responsibility of each employee to reach the goal of the organization, must not be illegal and against the rule of law. Bangun (2012) says that performance is a job result that has been achieved by someone according to the working standard, which is the expectation of employees to do their job and finish it and hence then be compared if the working performance match with the purpose or the target that the organization wants to achieve. According to Mangkunegara (2015), who says that performance is the result of a job that has been quantitatively and qualitatively accomplished by an employee that has done its task according to the responsibility that has been given to the employee. Riniwati (2011) adds that an organization will not exist if there isn't any performance. Performance can be used to evaluate how the employee work.

From all the definitions above, it can be concluded that performance is the result of the work that the employees have done during their time of work. The performance of employees is considered good if it has reached the working standards of the organization. It is considered to have a bad working performance, if the employees have failed to reach the working standards of the organization. The importance of Performance according to Tohardi (2012) is: (1) a high work performance will make the employees have low absent rate.

(2) a high performance makes the employees finish the task faster. (3) organization receives benefit when the employees have good performance. The Indicators of Performance according to Hasibuan (2012) is: (1) responsibility, responsibility, is an obligation for the employees to be responsible for the policies, the job, the result of the job and the employee's behavior in work. (2) tolerance, this behavior, makes the leader respect the employees more from their actions. (3) team work, team work is when the employees can work with other employees both horizontally or vertically in or out of a job. (4) discipline, discipline is when the employees obey the rules of the organization and do their job according to the instructions.

## **METHODOLOGY RESEARCH**

### **Method of Research**

According to Sugiyono (2017), method of research is basically a scientific way to get a data with the purpose and functions. In this research, the researcher uses quantitative research, that is associative clausal, because there are variables that will be examined the relationship between them and the purpose is to give a picture of the relationship between those variables. According to Sugiyono (2017), quantitative research is a research method that is based on positivism philosophy that is used for searching specific sample or population, collecting data using research instrument, quantitative data analysis or statistic with the purpose of examining the hypothesis. Associative research, is defined by Sugiyono (2017) as a formulation of problem that research the connection between two variables or more. According to Sugiyono (2017), clausal relationship is the cause and effect of a relationship. This research is researching the variables that will be researched which is to see the connection between leadership and discipline to the employee's performance in Bank Mandiri Branch Bogor.

### **Population and Sample**

The definition of population according to Sugiyono (2017), population is a generalization area that consist of objects or subjects that has the quality and specific characteristics that is going to be researched by the researcher and pulled into conclusion. The population in this research, is all of the employees in PT. Bank Mandiri Bogor Branch with a total of 150 employees. The definition of sample According to Sugiyono (2017) Sample is defined as Sample is a part of the total and characteristics that a population has. If the population is big and the researcher is unable to learn all there is in the population because of limit of funds, power and time, then the researcher can use a sample, that is taken from the population. In this research, the sample technique that is used is sampling probability, that is approaching to random sampling and simple random is used. According to Sugiyono (2017), Sample technique is the technique of taking a sample. According to Sugiyono (2017), Sampling is a technique of getting a sample that gives a chance to every member to be chosen to be the sample members.

### **Method of Collecting Data**

There is 3 ways to collect the data and then do an analysis in this research which are: (1) questionnaire, questionnaire is a collecting data technique that is used by spreading questions for the respondents to answer. Questionnaire is a collecting data technique, with the aim of getting relevant information about the variables that will be researched. (2) library research, in this library research, the writer collects data and studies all kinds of theories and concept that relates to the problem being researched. The theories and concept are from the books, journals and relevant books that the writer use as a resource. (3) online research, the collecting data technique, is from websites that is needed to get information in doing this research. (4) research instrument, according to Sugiyono (2017), Research instrument, is a tool used to measure the phenomenon of the nature or social that is being researched. The instrument being used in this research, is the communication technique which is questionnaire. According to Sugiyono (2017), questionnaire is a collecting data technique that is done by asking questions or written questions for the respondents to answer. The type of questionnaire is the close type of questionnaire, which is filled with questions and an alternative answer that the respondents can choose. In the operational variable, the researcher uses ordinal scale. Ordinal scale is used to give information to an answer. Every operational variable is measured using a measurement instrument in a form of questionnaire with ordinal scale that fulfills the statement of likert scale type.

### **Method of Data Analysis**

According to Sugiyono (2017), a valid tool, is a tool used to measure the validity of the data. Valid, which means an instrument that measures what has to be measured. To test the validity in each item, it is used by correlating each item score with the total score. Correlation coefficient produced is later compared with the validation standard. To do the validity test is using SPSS software 23 program. According to Sugiyono (2017), a reliable instrument is an instrument in which when it is used a couple of times, to measure the same objects then the data will be the same. (1) The reliability test, in this research is the researchers using Cronbach's Alpha. Giving interpretation to a variable, reliability is called reliable if the coefficient variable is more then 0,6. (2) normality test, Wiratna Sujarweni (2015) says that, normality test, is a test to measure if our data has a normal distribution so that it can be used in statistics. Decision made is based on significant which is: (a) If significant > 0,05 then the variable is normal distributed. (b) If significant < 0,05 then the variable is not distributed normally. So, normality test is used for testing if the variable used is normal or not. The normality test that is

used in this research, is Kolmogorov Smirnov Test using SPSS 23 program. (3) multicollinearity test, multicollinearity test is used to see if there is or isn't a high correlation between the independent variable, in a multiple regression model linear. The tool used for testing multicollinearity is variance inflation factor (VIF). If the VIF is <10, then there is no multicollinearity. (4) heteroscedasticity test, heteroscedasticity test is used to see if there isn't an inequality from residual one to another observation. If the variant from residual one to another observation. If the variant from residual one to observation to another observation is the same, then it is called homoscedasticity. But if it is different, it is called Heteroscedasticity. A good regression model is homoscedasticity or if not Heteroscedasticity. In this research, the researcher uses glejser test. So, if the significant value (Sig)>0,05, so there isn't Heteroscedasticity. (5) multiple linier regression analysis, is a statistical technique that is useful to find the regression similarities and to research the relationship of variable independent (X1 and X2) which is leadership and discipline, with the variable dependent (Y) which is performance.

The equation of Multiple Regression according to Sugiyono (2017) is:  $Y = a + b_1X_1 + b_2X_2 + e$  (Y= performance, a = constant, b = coefficient regression,  $X_1$  = leadership,  $X_2$  = discipline, and e = error. (6) correlation analysis, the biggest influence, of variable independent component which is leadership and discipline to dependent variable which is employee performance can be known with using Pearson Correlation. To be able to provide an interpretation of the correlation coefficient found, it can be concluded that the provisions to see the level of closeness of correlation according to Sugiyono (2017). This table will be used to see the correlation. (7) coefficient determination analysis, this analysis is used to know how big the percentage of the influence of independent variable is to dependent variable. The formula,  $Kd = R^2 \times 100\%$  (Kd = coefficient determination,  $R^2$ = squared correlation coefficient. The criteria of doing a coefficient determination analysis is as follows: (a) If Kd is close to zero, it means the influence of independent variable to the dependent variable is weak. (b) If Kd is close to one, it means the influence of independent variable to dependent variable is strong. (8) hypothesis test, hypothesis test, the one that is used in this research is partial test (t-test) and simultaneous test (F-test). (a) partially test (t-test), the test is used with statistic test, with the following steps: 1) the equation of the hypothesis,  $H_0: b_1=0$ , there is not a significant influence of leadership to employee performance in PT. Bank Mandiri Tbk Bogor Branch.  $H_1: b_1 \neq 0$ , there is a significant influence of leadership to employee performance in PT. Bank Mandiri Tbk. Bogor Branch.  $H_0: b_2=0$ , there is no significant influence of discipline to employee performance in PT. Bank Mandiri Tbk Bogor Branch.  $H_2: b_2 \neq 0$ , there is a significant influence of discipline to employee performance in PT. Bank Mandiri Bogor Branch. The test is used using the formulation test with the significant rate of 5%. The result of t hypothesis is compared to the t-table, with the following terms a) If t-counts is > then t-table, then the  $H_0$  is declined and  $H_1$  is accepted. If t-counts is < then t-table, then the  $H_0$  is accepted and  $H_1$  is rejected. (b) simultaneous test (F-test), F-test is used to know, if the independent variable has a significant influence to dependent variable. The F-test is done by the following steps: 1) formulating the hypothesis,  $H_0: b_1, b_2=0$ , there is no significant influence, from leadership and discipline to employee performance in PT. Bank Mandiri Bogor Branch.  $H_3: b_1, b_2 \neq 0$ , there is a significant influence, from leadership and discipline to employee performance in PT. Bank Mandiri Bogor Branch. 2) to determine the level of significant that is 0,05 or 5% and degrees of (db)= n-k-1, to determine the area of F-table. 3) to count the F-cout, with the formula from Sugiyono (2017), as follows:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Where: F = F-test value, R = coeficient multiple correlation, K= the amount of independent variable, N = the amount of sample members.

3) From the calculation, define the conclusion by seeing the terms as follows: a)  $H_0$  is declined if F is counted > F table, which means  $H_1$  is accepted (significant). b)  $H_1$  is accepted, if F is counted < F table which means  $H_0$  is declined (not significant). 4). Weighted Average is a calculation that takes into account the varying degrees of importance of the numbers in a data set.

Weighted Average equation:  $\text{Biggest Score} - \text{Lowest Score} / \text{Amount of Score}$ .

### Result and Discussion

Based on the data analysis using SPSS 23 program, it can be seen how the influence of leadership and discipline is to the performance of employees is in Bank Mandiri Branch Bogor:

1. In doing the validity test using SPSS 23 program, to see whether the questions are valid or not. From the analysis result, we receive the item score and total score. This score is then compared to the r table. r table is then searched with the significant of 5% and with examining 2 sides, the n=53, so the r table is 0,2681. The leadership has 20 questions, the discipline has 12 questions and the performance has 11 questions with the result more then 2681, which is stated valid.
2. In doing the reliability test, the result of the variable leadership with the Cronbach's Alpha score of 0,983. The variable discipline with the Cronbach's Alpha 0,955. The variable performance with the Cronbach's

Alpha 0,980. From the result, it shows that the score is more than 0,60. Which means that all the scores are reliable.

**Table 1. F Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	487,849	2	243,924	428,385	,000 (a)
Residual	323,991	569	,569		
Total	811,839	571			

3. From the F-table above, it can be concluded that the f-count is 428,385. The significant is 000. To calculate the F-table, it can be calculated by  $(df3=n-k)$  so  $df3=53-3=50$  and  $df1=k-1$ . It also can be seen from  $df1=2$  and  $df2=569$  in the F-table and it makes F-table 3, 18. So, it can be concluded that  $F\text{-count} > F\text{-table}$  which is  $569 > 3,18$  and the significant rate is  $000 < 0,05$ . Which means that  $H_0$  is declined and  $H_3$  is accepted. So, there is a significant influence of leadership and discipline to the employee's performance in PT. Bank Mandiri Tbk. Bogor Branch.

**Table 2. Hasil Uji t**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	,648	,106		6,105	,000
Leadership	,344	,034	,363	10,046	,000
Discipline	,471	,035	,481	13,323	,000

a. Dependent Variable: employee performance

4. From the T Test, there is a significant influence of leadership (X1) and discipline (X2) to the employee's performance.  $F_{count} > F_{table}$ , which is  $428,385 > 3,18$  and the significant rate is  $0,00 < 0,05$ , which means that  $H_0$  is declined. With the F count is 428,385 shows that the leadership and discipline have a positive influence to the employee's performance.

**Table 3. Coefficient Determination Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,775 <sup>a</sup>	,601	,600	,75459

a. Predictors: (Constant), leadership, discipline

From the table, it shows that in the Adjusted R Square (Coefficient Determination) is 0,600. Which means that the influence of the independent variable (X1) and (X2) to the dependent variable (Y) is 60%.

## Conclusion and Suggestion

### Conclusion

- The Leadership brings a very strong and significant Influence to the Employees Performance in Bank Mandiri.
- The Discipline brings a very strong and significant influence to the Employee's Performance in Bank Mandiri.
- The Leadership and Discipline brings a positive and significant influence to the Employees Performance in Bank Mandiri.

### Critiques and Suggestion:

- For the leader. The leader has to keep on supporting the employees in working well, so that the employees can have a good performance and keep up with their good performance in working. It also has to influence the employees more, so that the employee's good performance is dominantly because of the leader. It has to change the organization to be better and will result in in the employees to have a better performance in working.
- For the employees, it has to be more responsible in finishing the target and giving a good performance by increasing its work discipline.

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