



## The Influence Of Leadership Style And Work Discipline On Employee Performance (Case Study of PT. Raflesia Abadi Gemilang)

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**Abstract:** This research aims to test and analyze 1) The direct influence of leadership style on employee performance. 2) Direct influence of work discipline on employee performance. 3) Simultaneous influence of leadership style and work discipline on employee performance. The data collection method used was field research using a questionnaire. The sample in this research were employees at PT. Raflesia Abadi Gemilang consisted of 76 respondents with a purposive sampling technique. The data analysis technique used is regression analysis with the SPSS program. Based on the results of the hypothesis test, it was concluded that this research resulted in, among others, 1) Leadership Style has a significant direct effect on Employee Performance with test results  $t_{count}2.536 > t_{table}$ , namely 1.666, 2) Work Discipline has a significant direct effect on Employee Performance with test results  $t_{count}5.774 > t_{table}$ , namely 1.666, 3) Leadership Style and Work Discipline have a significant effect simultaneously on Employee Performance,  $F_{count}$  test results are 32.130 >  $F_{table}$ , namely 3.14.

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

### INTRODUCTION

Today's human desires and needs are increasingly complex, so it is impossible to be fulfilled by one's own efforts, so a forum or organization is needed to realize the needs and desires that want to be achieved. An organization is a formal, structured, and coordinated system of associations of a group of people who work together to achieve a specific goal. The purpose of an organization must be clear and rational, whether it aims to make a profit (business organization) or to provide services (public organization). Organizations will achieve their goals if they are managed properly. It's just that the success of realizing an organization that is good, effective and efficient, and in accordance with needs, is no longer only determined by the success of the implementation of organizational principles. However, there are other invisible factors that also determine the success of the organization, that factor is the success of the organizational culture it has.

Leadership takes a very important role in a group or organization. It can be said to be very decisive, in an effort to achieve goals. Leaders need a group of other people, known as subordinates who are driven, directed, fostered in such a way that the subordinates participate in giving their role by working effectively, efficiently, economically and productively as a form of service to the organization. In obtaining leadership style data, the researcher conducted a performance assessment by distributing questionnaires to 76

responses at PT. Raflesia Abadi Gemilang, as shown in Table 1.1 below.

**Table 1. Leadership Style Data at PT. Raflesia Abadi Gemilang**

NO	Indicator	Statement	Observation Results
1	Example	Leaders always set a good example to every employee	Lack of a good example to every employee
2	Authority	The leader always gives firm directions to every employee	Lack of giving strict instructions to every employee
3	Delegation of Tasks	Leaders always give tasks to employees at the right time	Always give assignments at the wrong time
4	Decision	Leaders always give the best decisions in assigning tasks to employees	Lack of giving the best decision in assigning tasks to employees
5	Motivation	The leader always gives bonuses to each employee	Lack of giving bonuses to each employee

Based on Table 1 of the leadership style of PT. Raflesia Abadi Gemilang has not been fulfilled properly such as example, authority, delegation of tasks, decision-making and good motivation.

The decline in employee performance is indicated by the suboptimal achievement of the realization of the employee examination. This indication lies in the lack of work competence that has employees and the lack of employment inspections. In relation to employee performance, of course, it must be improved so that the minimum service standards can be achieved immediately so that they can provide acceptable services to other employees professionally. There is a tendency that employees will be enthusiastic and work if they are in accordance with their skills and competencies

**Table 2. Results of Disciplinary Assessment of PT. Raflesia Abadi Gemilang**

Year	Sum Offial	Sick	Percentage (%)	Late	Percentage (%)	Alpha	Percentage (%)
2021	76	38	55,07%	15	21,73%	16	23,18%
2022	76	36	52,17%	19	27,53%	14	20,28%
2023	76	40	57,97%	12	17,39%	17	24,63%
Total	207	114	55,07%	46	22,22%	47	22,70%

Source : Data Processed in 2024

**Table 3. Results of Performance Assessment of Employees of PT. Raflesia Abadi Gemilang**

No.	Employee Performance Target Indicators (SKP)	2021	2022	2023
1	Service orientation	75	76	65
2	Integrity	86	80	75
3	Commitment	84	79	70
4	Discipline	82	78	65
5	Cooperation	80	75	70

Source : PT. Raflesia Abadi Gemilang (2024)

Based on Table 3 above, it can be concluded that the results of the performance assessment of PT. Raflesia Abadi Gemilang from 2021 to 2023 from the results of the employee performance assessment every year has decreased, This shows that the discipline possessed by employees at PT. Raflesia Abadi Gemilang tends to decline.

An activity or activity certainly has a purpose. Likewise with the research that the author will carry out. The purpose of holding this study is to find out how the influence of leadership style on employee performance partially in PT. Raflesia Abadi Gemilang. To find out how work discipline affects employee performance partially at PT. Raflesia Abadi Gemilang. To find out how the influence of leadership style and work discipline simultaneously on PT. Raflesia Abadi Gemilang.

Based on the background of the above research, the author formulates the problem in this

study as follows whether there is an influence of leadership style on employee performance partially in PT. Raflesia Abadi Gemilang. Is there an influence of work discipline on employee performance partially at PT. Raflesia Abadi Gemilang. Is there an influence of leadership style and work discipline simultaneously on employee performance at PT. Raflesia Abadi Gemilang.

Based on the background of the problem and the research objectives that have been described, the author is interested in conducting research with the topic "**THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE**".

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to G.R. Terry, management is a process or framework, which involves guiding or directing a group of people towards organizational goals or real intentions. Management is also a science and an art. Art is a knowledge of how to achieve the desired results or in other words, art is the skill gained from experience, observation and lessons as well as the ability to use management knowledge. Management is a science as well as an art in regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal, with the existence of management it is hoped that the usefulness and results of the use of management elements will be improved.

According to Bintoro and Daryanto (2017: 15) stated that "Human resource management, abbreviated as MSDM, is a science or way of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that goals are achieved. Human resource management is related to the formal design system in an organization to determine the effectiveness and efficiency of organizational goals. Human resources must be defined not by what human resources do, but by what human resources are produced.

### Leadership

Leadership is one of the dimensions of competence that is very decisive for the performance or success of the organization. The essence of leadership is a way to influence others to be effective, of course, everyone is biased differently in doing. Leadership is an art, because everyone's approach in leading people can be different depending on the characteristics of the task and the characteristics of the person they lead. Armstrong (2017) states that leadership is the process of inspiring all employees to work as best as possible to achieve the expected results.

According to Rivai (2014:42), leadership style is a set of characteristics that leaders use to influence subordinates to achieve organizational goals or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often set by a leader. Furthermore, according to Thoha (201:49), leadership style is a norm of behavior that a person uses when he tries to influence others as he sees it. According to Hasibuan (2015:170) states that the indicators of Leadership Style are as follows

1. Example
2. Authority
3. Delegation of Tasks
4. Decision
5. Motivation

### Work Discipline

According to Tjiptono (2008:219). In essence, Work Discipline is a form of communication According to Malayu S.P. Hasibuan (2016:193), Discipline is the sixth operative function of Human Resource Management which is the most important because the better the employee's discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for the company's organization to achieve optimal results. Good discipline reflects the magnitude of a person's sense of responsibility for the tasks given to him. This encourages work passion, work spirit, and the fulfillment of the company's goals, employees, and society.

According to A. A. Anwar Prabu Mangkunegara (2011:131), the main purpose of discipline is to encourage employees to behave appropriately in the workplace, where "appropriate behavior" is defined as compliance with rules and procedures. Employee work discipline can be applied gradually by taking various disciplinary steps, ranging from the lightest to the severest, A. A. Anwar Prabu Mangkunegara stated: "The implementation of sanctions against disciplinary violators provides

warnings, must be immediately consistent, and impersonal. The purpose of discipline is also to encourage employees to achieve the performance standards that have been implemented and behave well and safely in the workplace. According to Rivai (2015:356) the indicators of work discipline are as follows:

1. Frequency of Attendance
2. Alert Level
3. Adherence to Work Standards
4. Compliance with Work Regulations
5. Work Ethics

**Performance**

Employee performance is consumer loyalty to a product or brand. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements. According to Sutrisno (2016:172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization." According to Mangkunegara (2017:67) "Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Soekidjo Notoatmodjo (2015:143) stated that to achieve employee performance goals, it can be assessed from three things, including: assessment must have a relationship with work, there are standards for work implementation, practical (easy to understand or understand by employees or assessors).

There are several elements of Performance according to Rivai and Basri (2013:62) as follows:

1. The proficiency of the new task ability is intended for the improvement of the results of the performance and its activities.
2. Proficiency from new knowledge which will help employees with complex problem-solving activities to make decisions on tasks.
3. Proficiency or improvement in attitude towards his co-workers with one performance activity.
4. Performance improvement activity targets.
5. Improvements in quality or production.
6. Repairs in time or delivery.

From the description above about Performance, the author concludes and sources from (Wirawan 2013:102) things that can be used as indicators of an employee's performance are:

1. Responsibility
2. Employee Performance
3. Honesty
4. Discipline
5. Skill

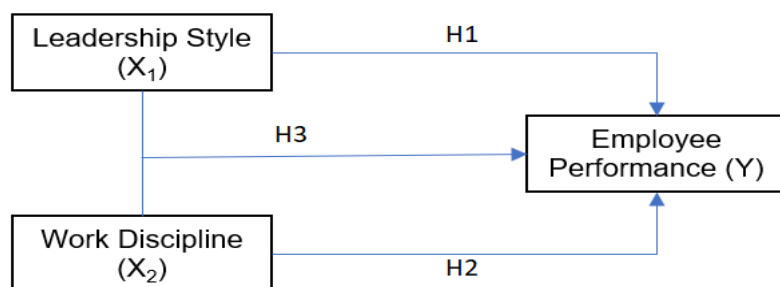


Figure 1. Thinking Framework

A hypothesis is a statement or assumption submitted by the researcher as an answer to a research question or to test a phenomenon. Hypotheses are usually proposed based on existing theories, observations, or previous experience, and can be tested through data collection and analysis in research.

1. Leadership Style

H<sub>0</sub>: There is no influence of leadership style on employee performance at PT. Raflesia Abadi

Gemilang.

H<sub>1</sub>: There is an influence of leadership style on employee performance at PT. Raflesia Abadi Gemilang.

## 2. Work Discipline

H<sub>0</sub>: There is no influence of Work Discipline on employee performance at PT. Raflesia Abadi Gemilang.

H<sub>1</sub>: There is an influence of Work Discipline on employee performance at PT. Raflesia Abadi Gemilang.

## 3. Performance

H<sub>0</sub>: The Ministry of Leadership and Work Discipline carried out by PT. Raflesia Abadi Gemilang does not have a simultaneous influence on Employee Performance.

H<sub>1</sub>: The Ministry of Leadership and Work Discipline carried out by PT. Raflesia Abadi Gemilang has a simultaneous influence on the level of Employee Performance.

## METHODS

### Population

Population is a group of objects that are determined through certain criteria that will be categorized into objects to be studied. According to Sugiyono (2016), defining population is the number of generalized areas consisting of objects or subjects that have qualities and characteristics determined by the researcher and then conclusions are drawn. The population in the study amounted to 76 respondents.

### Sample

According to Sugiyono (2016), "The sample is the number and characteristics possessed by the population". Meanwhile, Suharsini Arikunto (2010) argues that "The sample is a part or representative of the population studied". The sampling technique in this study is saturated sample, where all members of the population are taken as samples. Thus, the sample in this study amounted to 76 respondents. Leadership Style (X<sub>1</sub>) Work Discipline (X<sub>2</sub>) Employee Performance (Y).

### Type of Research

The type of research used is associative, where the purpose is to find out the connection between

### Data Analysis Techniques

In analyzing the data, instrument tests, classical assumption tests, correlation, regression, determination coefficients and hypothesis tests were used.

### Variables & Data Reduction

According to Sugiyono (2017:33) argues that "independent variables are variables that affect dependent variables". The independent variable is a stimulus variable or variable that can affect other variables. The independent variable is a variable that is measured or selected by the researcher to determine its relationship with an observed symptom.

The Independent Variables studied in this study include Leadership Style (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Dependent Variables that are studied in this study, namely Employee Performance (Y) with data measurement using a linkert scale.

## RESULT AND DISCUSSION

Characteristics of research respondents at PT. Raflesia Abadi Gemilang can be seen from several criteria, namely age, gender and occupation.

**Table 4. Characteristics of Respondents**

No	Variabel	Klasifikasi	Jumlah (orang)	Persentase
1	Age	18-30	37	53,6%
		31-40	12	17,4%
		>40	27	29%
		<b>TOTAL</b>	<b>76</b>	<b>100%</b>
2	Gender	Man	43	56,6%
		Woman	33	43,4%
		<b>TOTAL</b>	<b>76</b>	<b>100%</b>
3	Working Period	0-1 Year	16	21,05%
		2-3 Year	27	35,5%
		>4 Year	33	43,45%
		<b>TOTAL</b>	<b>76</b>	<b>100%</b>

**TOTAL**

**76**

**100%**

*Source processed, 2024*

Table 4. shows that the grouping of respondents based on age, gender and working period. In the age group, it turns out that 53.6% of respondents are in the age group of 18-30. Furthermore, 56.6% of respondents were male. As well as the response to the working period at PT. Rafflesia Abadi Gemilang with a total of 43.45% is in the working period of more than 4 years.

An instrument is said to be valid if it has a correlation coefficient between the item and the total score in the instrument greater than the error rate of Alpha 0.50. The results of the recapitulation of the validity test in this study can be seen in Table 2 as follows:

**Table 5. Validity Test Results**

Variable	Question	Correlation Coefficient	Information
Leadership Style (X <sub>1</sub> )	X1.1	0.777	Valid
	X1.2	0.734	Valid
	X1.3	0.696	Valid
	X1.4	0.712	Valid
	X1.5	0.722	Valid
	X1.6	0.684	Valid
	X1.7	0.719	Valid
	X1.8	0.797	Valid
	X1.9	0.777	Valid
	X1.10	0.700	Valid
Work Discipline (X <sub>2</sub> )	X2.1	0.631	Valid
	X2.2	0.749	Valid
	X2.3	0.713	Valid
	X2.4	0.736	Valid
	X2.5	0.847	Valid
	X2.6	0.719	Valid
	X2.7	0.783	Valid
	X2.8	0.734	Valid
	X2.9	0.637	Valid
	X2.10	0.718	Valid
Employee Performance (Y)	Y1	0.715	Valid
	Y2	0.707	Valid
	Y3	0.813	Valid
	Y4	0.734	Valid
	Y5	0.723	Valid
	Y6	0.821	Valid
	Y7	0.750	Valid
	Y8	0.808	Valid
	Y9	0.803	Valid
	Y10	0.778	Valid

*Source processed, 2024*

Table 5 shows the results of the Validity test that all research variables consisting of Leadership Style (X<sub>1</sub>), Work Discipline (X<sub>2</sub>) and Employee Performance (Y) have a correlation coefficient value with a total score of all statement items greater than 0.50. This shows that the statements in the research instrument are valid.

The reliability test of this research instrument uses the Alpha Cronbach value, namely to determine the unidimensionality of the statement items for the latent variables studied (Leadership Style (X<sub>1</sub>), Work Discipline (X<sub>2</sub>) and Employee Performance (Y)). Cronbach's Alpha value is declared reliable if the value is greater than or equal to 0.60. The recapitulation of the results of the reliability test of the research instrument can be seen in Table 3 as follows

**Table 6. Reliability Test Results**

Variable	Cronbach's Alpha	Limitation	Information
Leadership Style(X <sub>1</sub> )	0,903	0,600	<i>Realibel</i>

Work Discipline ( $X_2$ )	0,898	0,600	<i>Realibel</i>
Employee Performance (Y)	0,921	0,600	<i>Realibel</i>

Source processed, 2024

Table 6 of the Reliability Test shows that all research instruments consisting of Leadership Style ( $X_1$ ), Work Discipline ( $X_2$ ) and Employee Performance (Y) have a Cronbach's Alpha coefficient of more than 0.60. It can be said that all instruments are reliable so that they can be used to conduct research.

This normality test aims to find out whether the residuals of the regression model made are normally distributed or not. In this study, the normality test was carried out by testing the residual normality using the Kolmogorov-Smirnov test. If the probability of significance of the residual value is greater than 0.05 then the data is said to be normally distributed.

**Table 7. Normality Test Results**

		Unstandardized Residual
N		76
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4,355570438
	Most Extreme Differences	
	Absolute	.076
	Positive	.100
	Negative	-.075
Test Statistic		.188
Asymp. Sig. (2-tailed)		.i.ukmu200 <sup>c</sup>

Source processed, 2024

Based on the results of the analysis in Table 7 A significance value of 0.200 was obtained which was greater than 0.05. Since the significance value of the Kolmogorov Smirnov test is more than 0.05, it can be concluded that the regression equation model is normally distributed.

A good regression model is that there is no correlation between independent variables. To detect whether or not there is a correlation between independent variables, it can be seen from the *tolerance* value and *the variance inflation factor* (VIF) value. If the tolerance value is more than 0.1 or VIF is less than 10, then it can be said that the model is free of multicollinearity.

**Table 8. Multicollinearity Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.943	2.199		2.248	.027		
	Work Discipline ( $X_2$ )	.439	.053	.722	8.348	.000	.815	1.227
	Leadership Style ( $X_1$ )	.101	.080	.109	1.261	.210	.815	1.227

Source processed, 2024

Based on Table 8. It can be seen that the tolerance and VIF values of all these variables show that the tolerance value for each variable is greater than 0.1 and the VIF value is less than 10 which means that the regression equation model is free from multicollinearity.

The determination coefficient analysis is intended to determine the percentage of influence strength between independent variables to dependent variables both partially and simultaneously), in this study are the variables Leadership Style ( $X_1$ ), Work Discipline ( $X_2$ ) and Employee Performance (Y).

**Table 9. Coefficient of Determination Results**

Variabel	R	R Square	Adjusted R Square	Std. Error of the Estimate	Keterangan
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Leadership Style (X <sub>1</sub> ) & Work Discipline (X <sub>2</sub> )	.804 <sup>a</sup>	.547	.640	2.22838	Simultan
Leadership Style (X <sub>1</sub> )	.627 <sup>a</sup>	.453	.387	2.90628	Partial
Work Discipline (X <sub>2</sub> )	.801 <sup>a</sup>	.611	.637	2.23507	Partial

Source processed, 2024

In Table 9, the result is obtained where the magnitude of the adjusted R Square (adjusted determination coefficient) simultaneously is 0.547. This means Leadership Style (X<sub>1</sub>) & Work Discipline (X<sub>2</sub>) at PT. Raflesia Abadi Gemilang can be significantly influenced by the variables of Leadership Style (X<sub>1</sub>) & Work Discipline (X<sub>2</sub>) of 54.7%, while the remaining 45.3% is explained by other factors that are not explained in the research model. Furthermore, the adjusted R Square (adjusted determination coefficient) in partial Leadership Style (X<sub>1</sub>) is 0.453. This means that the Leadership Style (X<sub>1</sub>) in Indomaret Drive Thru can be significantly influenced by the Leadership Style variable (X<sub>1</sub>) of 45.3%, while the remaining 54.7% is explained by other factors that are not explained in the research model. Furthermore, the amount of adjusted R Square (adjusted determination coefficient) in terms of work discipline (X<sub>2</sub>) is 0.611. This means that the Work Discipline (X<sub>2</sub>) in Indomaret Drive Thru can be significantly influenced by the Work Discipline variable (X<sub>2</sub>) of 61.1%, while the remaining 38.9% is explained by other factors that are not explained in the research model.

This regression test is intended to find out how much the influence of variables X<sub>1</sub> and X<sub>2</sub> on variable Y. In this study, Leadership Style (X<sub>1</sub>) & Work Discipline (X<sub>2</sub>) on employee performance (Y) both partially and multiply.

**Table 10. Simple Linear Regression Variable Leadership Style On Employee Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.319	4.656		4.579	.001
	Leadership Style (X <sub>1</sub> )	.504	.0110	.487	4.567	.001

Source processed, 2024

Based on the test results in Table 10, a regression equation can be obtained

Y

$$= 21,319 + 0,504 X_1$$

**Table 11. Simple Linear Regression of Work Discipline Variables on Employee Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.009	4.460		2.244	.028
	Work Discipline (X <sub>2</sub> )	.785	.107	.666	7.314	.001

Source processed, 2024

Based on the test results in Table 11, a regression equation can be obtained

Y

$$= 10,009 + 0,785 X_2$$

**Table 12. Multiple Linear Regression Variable Leadership Style & Work Discipline On Employee Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,517	4,805		.940	.351



Work Discipline (X <sub>2</sub> )	.660	.114	.560	5.774	.001
Leadership Style (X <sub>1</sub> )	.255	.100	.246	2.536	.014

Source processed, 2024

Based on the test results in Table 12, a regression equation can be obtained  $Y = 4,517 + 0,255 X_1 + 0,660 X_2$

The hypothesis testing of the variables Leadership Style (X<sub>1</sub>) & Work Discipline (X<sub>2</sub>) on Employee Performance (Y) was carried out by the t-test (partial test). In this study, a significance criterion of 5% (0.05) was used by comparing the tcount value with the table. For the t-value<sub>of the table</sub>, it is 1.666.

In Table 9, a partial hypothesis test (t-test) was obtained between the Leadership Style Variable (X<sub>1</sub>) and Employee Performance (Y) by paying attention to tcount = 2.536 where the result was greater than the ttable, which was 1.666. So that H<sub>0</sub> is rejected so that it can be concluded as a result of the research that there is a unique influence between Leadership Style (X<sub>1</sub>) on Employee Performance (Y) PT. Raflesia Abadi Gemilang. The results of this study are in accordance with the results of previous research conducted by Lilisl Karmitasari (2022) stating that Leadership Style (X<sub>1</sub>) has a positive and significant effect on Employee Performance (Y). This means that Leadership Style will help businesses in the company in improving employee performance.

In Table 9, a partial hypothesis test (t-test) was obtained between the Work Discipline Variable (X<sub>2</sub>) and Employee Performance (Y) by paying attention to tcount = 5.774 where the result was greater than the ttable, which was 1.666. So that H<sub>0</sub> is rejected so that it can be concluded as a result of the study that there is a significant influence between Work Discipline (X<sub>2</sub>) on Employee Performance (Y) of PT. Raflesia Abadi Gemilang. The results of this study are in line with the results of previous research conducted by Nur Intan Kanu (2020) stating that Work Discipline (X<sub>2</sub>) has a positive and significant effect on Employee Performance (Y). This means that Work Discipline will help businesses in the company in improving employee performance.

Meanwhile, the Hypothesis test (Test F) is multiple or simultaneous between the Leadership Style Variable (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) on Employee Performance (Y). In this study, a significance criterion of 5% (0.05) was used by comparing the value of F<sub>calung</sub> with F<sub>table</sub>. For the F value<sub>of the table</sub>, it is 3.14.

**Table 13. Hypothesis Test (F Test) Multiple Variables of Leadership Style & Work Discipline On Employee Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1256,096	2	628,048	32,130	.000 <sup>b</sup>
	Residual	1290,107	73	19,547		
	Total	2546,203	75			

Source processed, 2024

In Table 13, a multiple or simultaneous hypothesis test (Test F) between the Leadership Style Variable (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) on Employee Performance (Y) is obtained by paying attention to F<sub>cal</sub> = 32.130 which is greater than F<sub>table</sub> which is 3.14. So that H<sub>0</sub> is rejected so that it can be concluded as a result of the research that there is a simultaneous significant influence between Leadership Style (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) on Employee Performance (Y) PT. Raflesia Abadi Gemilang. The results of this study are in line with previous research admitted by Wanudhyari Hamarto (2019) which stated that Leadership Style (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) have a simultaneous effect on Employee Performance (Y).

## CONCLUSIONS

Based on the results and discussion in the previous chapter, the author concludes that:

1. Leadership Style (X<sub>1</sub>) has a positive and significant effect directly on Employee Performance (Y) at PT. Raflesia Abadi Gemilang. The result of t calculation of the Leadership Style variable (X<sub>1</sub>)

is 2.536. This value is greater than the t table which is 1.666. The direct effect of price on Employee Performance is 0.014.

2. Work Discipline ( $X_2$ ) has a positive and significant effect directly on Employee Performance (Y) at PT. Raflesia Abadi Gemilang. The result of t calculation of the Work Discipline variable ( $X_2$ ) is 5.774. This value is greater than the t table which is 1.666. the direct effect of price on the performance of consumer employees is 0.001.
3. Leadership Style ( $X_1$ ) and Work Discipline ( $X_2$ ) have a positive and significant effect simultaneously on Employee Performance (Y) at PT. Raflesia Abadi Gemilang. The result of F calculation is 32,130. This value is greater than the F table which is 3,14.

Based on the conclusions obtained, the author can try to give suggestions, including:

1. Leadership Style at PT. Raflesia Abadi Gemilang can pay attention to bonuses to employees so that they are able to improve employee performance.
2. Work discipline at PT. Raflesia Abadi Gemilang can abstain employees so that they can improve employee performance.
3. There needs to be a reward for employees who perform well to be able to increase Employee Performance.

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