

# THE INFLUENCE OF LEADERSHIP AND DISCIPLINE OF LEADERS ON EMPLOYEE PERFORMANCE WITH THE WORK ENVIRONMENT AS A MODERATOR VARIABLE AT PT.BANK SYARIAH INDONESIA TBK

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## ABSTRACT

*The purpose of this study was to obtain empirical evidence and analyze the simultaneous and partial effects of leadership variables, leader discipline on employee performance, and work environment as a moderator variable on the relationship between leadership variables, leader discipline on employee performance. The population in this study were employees who worked at PT Bank Syariah Indonesia Tbk, Medan Branch. As for the number of samples in this study determined using the slovin formula as many as 81 respondents. The data in this study were analyzed using the Multiple Linear Regression method, to test the hypothesis simultaneously and partially using the F test and t test, while to test the moderator variable using the residual test. From the results of the Glejser test, it was found that the leadership and discipline variables of the leader were not exposed to symptoms of heteroscedasticity, therefore it met the criteria for the classical assumption test. The results of this study are: (1). Simultaneously leadership variables, leader discipline affect employee performance, and partially leadership influence variables, leader discipline has a positive and significant effect on employee performance variables. (2). For the work environment variable as a moderator variable, the residual test results show a negative and significant coefficient value, meaning that the work environment as a moderator variable weakens the influence between leadership, leader discipline on employee performance.*

**Keyword** : Leadership, Leader Discipline, Employee Performance, Work Environment

## 1. INTRODUCTION

The role of leadership is very important in various aspects of life which includes all forms of organizations that require a leader, who can control the wheels of rotation, direction and purpose of what has been planned, determined and implemented in order to become a goal that results in the realization of what has been targeted for the common good.

In this case the author will concentrate on discussing the role of leadership in a state-owned company (State-Owned Enterprises) engaged in Sharia Banking, namely PT Bank Syariah Indonesia Tbk, or also abbreviated as PT.BSI which is specifically the object of this research in the Medan branch. This was chosen by the author in order to facilitate and facilitate the process of writing and collecting data for this research, so that it can be completed with results that are later expected to be an addition, contribution in

the development of science, especially those related to the role of leadership in a company and can make a meaningful contribution to the company, to be a reference in running its business, in order to be better in the future.

At a glance, the author will convey in this study a brief profile of the company that is the object of the author's research. This can be seen from the birth of a banking industry in Indonesia recording a new history with the presence of PT Bank Syariah Indonesia Tbk (BSI) which was officially born on February 1, 2021 or 19 Jumadil Akhir 1442 AH. President Joko Widodo directly inaugurated the largest Islamic bank in Indonesia at the State Palace. BSI is a bank resulting from a merger between PT Bank BRIsyariah Tbk, PT Bank Syariah Mandiri and PT Bank BNI Syariah. The Financial Services Authority (OJK) officially issued a permit for the merger of the three Islamic bank businesses on January 27, 2021 through letter Number SR-3 / PB.1 / 2021. Furthermore, on February 1, President Joko Widodo inaugurated the presence of BSI. The composition of BSI's shareholders are: PT Bank Mandiri (Persero) Tbk 50.83%, PT Bank Negara Indonesia (Persero) Tbk 24.85%, PT Bank Rakyat Indonesia (Persero) Tbk 17.25%. The rest are shareholders with less than 5% each.

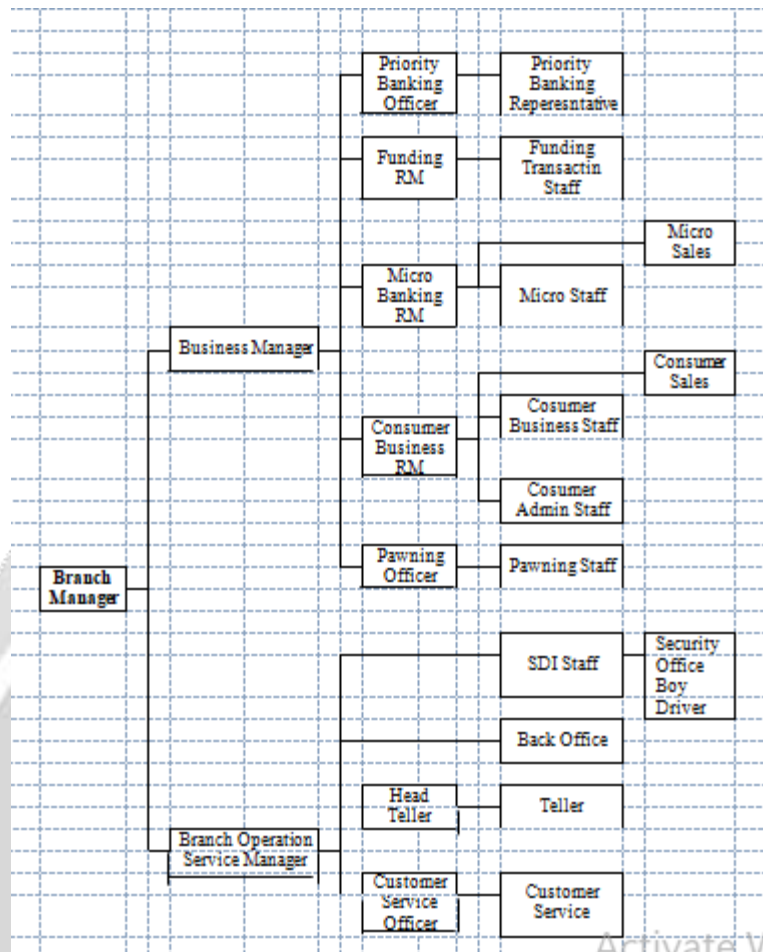
This merger brings together the strengths of the three Islamic banks, providing more complete services, wider reach, and better capital capacity. Supported by synergy with companies and government commitment through the Ministry of SOEs, Bank Syariah Indonesia is encouraged to compete at the global level. BSI is an endeavor for the birth of an Islamic bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia is also a mirror of the face of Islamic banking in Indonesia which is modern, universal, and provides goodness for all nature (Rahmatan Lil 'Aalamiin). The potential for BSI to continue to grow and become part of a group of leading Islamic banks at the global level is very open.

In addition to positive growth performance, climate support that the Indonesian government has a mission to create a halal industry ecosystem and has a large and strong national Islamic bank, the fact that Indonesia is the country with the largest Muslim population in the world also opens up opportunities. In this context, the presence of BSI is very important. Not only able to play an important role as a facilitator of all economic activities in the halal industry ecosystem, but also an effort to realize the hopes of the State. From a brief profile that the author has conveyed above, we can see that to achieve all the goals set by PT.BSI, we can see that the role of good leadership is needed in order to realize what has been aspired to and set by a company organization, so that the targets set can be achieved as desired.

In the case of this research which concerns leadership, and all aspects that are directly related and have an influence on the leadership process in a company, where this leadership will later be tested and associated with the discipline of a leader in the company and can be seen to what extent it affects the performance produced by employees in the company, and will also be tested how much the work environment affects the leadership process and discipline and performance created in the company, namely at PT Bank Syariah Indonesia Tbk. Therefore, it is necessary for us to see the outline of the leadership cycle that occurs in a company, which in the cycle can be described hierarchically by looking through the organizational structure that applies in the company.

In terms of the organizational structure that applies in the company, we need to understand in advance what the meaning and function of an organizational structure is in outline and in general. In this case Bernard (2019: 251) says the function of an organizational structure in the company is a form of hierarchy (a stratified line or level) in which there are components that contain the founders, compilers or leaders of the company, and in which we can see the division of labor, in certain fields, according to the duties and responsibilities of each part, and how activities within the company vary between parts but must be coordinated between one part and another, which in the sense of the word from an organizational structure that is described can be seen in outline the relationship between parts starting from the top to the lowest part in rank.

Figure 1. 1 Organizational Structure at PT BSI Tbk, Medan Branch



Source: PT BSI Tbk, Medan Cab (2022)

Based on the organizational structure picture above, we can see that the organizational structure model applied to the company PT Bank Syariah Indonesia Tbk, Medan Branch adheres to the functional organizational structure model, which according to Robbins & Judge (2014: 231) functional organizational structure is an organizational structure commonly used in a company which in this organizational structure adheres to a system of grouping employees according to their expertise, and can be filled by people who have the same skills and they will be divided into the same work units, and to show formal tasks can be divided, grouped and can be coordinated formally.

As for running or implementing an organizational structure in a company, in order to run in accordance with the objectives set by a company organization, so that these goals do not deviate and stay on the path that has been determined, therefore it is necessary to unite a common thought and goal, be it from the top of the leadership or subordinates, which basically all ranks ranging from the highest position to the lowest grade employee, need to unite and carry out the Vision and Mission that has been set by the company. The goal is that what has been envisioned is the same as the vision and mission of the company. The goal is that what the company has aspired to can be realized. By understanding the company's Vision and Mission, employees and leaders will find it easier to make good and directed work plans, in order to achieve mutual success.

Because talking about the world of leadership is very broad and there are many aspects that we need to develop and we examine and learn for the development of science in the field of leadership. Because basically the role of a leader is very big impact on the continuity of the company, therefore there is a lot of knowledge that we can take and learn about the world of this leadership, and interesting of course for us to discuss. Because of the differences in the results of these studies, researchers are interested in conducting this research, with the title "The Effect of Leadership and Discipline of Leaders on Employee Performance with the Work Environment as a Moderator Variable at PT.Bank Syariah Indonesia Tbk., Medan Branch".

## 2. RESEARCH METHODOLOGY

### Multiple Regression Analysis

To test the first hypothesis in this study, multiple regression analysis was used to determine the effect of leadership, discipline, on employee performance with the work environment as a moderating variable, at PT.BSI Tbk, Medan Branch. To find the simultaneous and partial effects, the -F statistical test and t test were used.

Based on the hypothesis proposed, the multiple regression analysis model in this study can be formulated as follows:

Model I:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_nX_n + e$$

Description:

Y : Employee Performance  
 a : Constant  
 $\beta$  : Regression Coefficient  
 X1 : Leadership  
 X2 : Discipline  
 e : Error

## 3. RESULTS AND DISCUSSION

### RESULTS

**Table 1.1 Simultaneous Significance Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,073	4	1,518	10,824	,000 <sup>b</sup>
	Residual	13,467	96	,140		
	Total	19,542	100			

Source: Processed by Researchers (2023)

The significance value  $\alpha$  0.000 < 0.05, it can be concluded that the independent variables (Leadership, Leader Discipline) simultaneously, or together have a significant effect on the dependent variable or the hypothesis is accepted. At a significant level  $\alpha$  = 5%.

**Table 1.2 Partial Significance Test Results (t Test) Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,852	412		4,50	,000
Leadership	,257	,084	,284	3,09	,004
Leader Discipline	,221	,086	,274	2,53	,001

Source: Processed by Researchers (2023)

From table 1.2. the results obtained are:

1. The significance value  $\alpha$  0.004 <0.05, it can be concluded that the independent variable Leadership partially has a significant effect on the dependent variable, or in other words the hypothesis is accepted.
2. The significance value  $\alpha$  0.0014 <0.05, it can be concluded that the variable Discipline Leader partially has a significant effect on the dependent variable, or the hypothesis is accepted.

**Table 1.3 Test Results of the Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,557 <sup>a</sup>	,312	,283	,375

Source: Processed by Researchers (2023)

The coefficient of determination ( $R^2$ ) is used to be able to see the ability of the model to explain an independent variable to the dependent variable of the model being built. Then based on table 4.13., the coefficient of determination with an R Square value of 0.312, it means that the variation in the independent variable is able to explain the dependent variable by 31.1% while the remaining 68.9%. Based on the hypothesis I test that has been carried out, the model in this study is as follows:

$$Y = 1.852 + 0.257X_1 + 0.221X_2$$

From the equation it can be seen that the coefficient of the leadership variable shows a positive value. This means that the relationship between the leadership variable and the employee performance variable is positive. This means that the better the leadership value, the better the impact on employee performance. Then from that for the leader discipline variable shows a positive value, which means that the relationship between the leader discipline variable and the employee performance variable is positive. Where this shows that the better the value of the leader's discipline, the better the impact on employee performance.

**DISCUSSION**

As for the results of the first hypothesis test, it can be concluded that simultaneously leadership, leader discipline, has a significant effect on employee performance. Partially leadership has a positive and significant effect. Then the discipline of the leader also has a positive and significant effect. Then from that for the results of testing the second hypothesis shows that the work environment is a moderator variable and weakens the relationship between leadership, leader discipline on employee performance.

**Effect of Leadership Variables on Employee Performance**

The results of this study indicate that partially, the effect of leadership on employee performance is positive and significant. This research is in line with research conducted by Haekal and Eisha (2019), Wulandani and Sukri (2019), which shows that employee performance is largely determined by leadership that is carried out properly and effectively. Therefore, leadership has a very important influence in the process of achieving good performance and in accordance with the expectations that have been aspired to by a company. Because a well-executed leadership will be able to create compliance for subordinates, so that leaders can easily direct subordinates to improve their performance in the company.

**Influence of Leader Discipline Variables on Employee Performance**

As for the results of this study indicate that partially, the effect of leader discipline on employee performance is positive and significant. This is in line with previous research conducted by Wahyu and Wijayanti (2020), which shows that the leader discipline variable has a significant effect on employee performance. This shows that the discipline of a leader is very influential for his subordinates. Because if a leader has good discipline, then the leader can be an example and example for his subordinates. So that subordinates will develop respect for their leaders, and compliance will arise from within, so that good performance will be easier to achieve.

**The Effect of Work Environment Moderator Variables on Leadership, Leader Discipline, and Employee Performance**

As for the residual test results, it shows that the coefficient value is negative and significant, meaning that the work environment is a moderator variable and weakens the influence between leadership and leader discipline on employee performance. Where in this case the work environment is a condition related to the environment for carrying out work for employees. In this case the work environment is measured by the adequacy of time for social life, the length of working hours, a good and conducive work environment, working under the control of a good leader, and in conditions where employees can cooperate with each other and are friendly.

As in this case for negative results, which means weakening, it shows that a good work environment tends to make workers or employees feel too comfortable where they work, giving rise to lazy and too relaxed attitudes. This is in line with the results of research conducted by Nurjannah (2020), from the results of his research showing that partially the work environment has no significant effect on employee performance. This is because companies tend to put less work pressure on employees and give too much freedom to employees, so that employees become too relaxed and comfortable in their work environment, due to the absence of work pressure from the company. Generally, only certain people who have sufficient work experience can give them balance and be able to put things in their respective portions which can give them a balance in responding to life and work. Conversely, employees tend not to have sufficient and qualified work experience, so they are less able to take advantage of the work environment they face, as a means of realizing positive performance. In this case, the work environment is even considered to weaken the relationship between the independent variables on employee performance in the company.

In addition, to measure the work environment in this study, it is only limited to the adequacy of time in social life, the length of working hours, a good and conducive work environment, working under good leadership, the fiber of the employees is friendly and can cooperate. It is possible that employees do not think they are being assessed based on the measurements used in this study. That is why in the results of this study the work environment variable is considered to weaken employee performance at PT Bank Syariah Indonesia Tbk, Medan Branch.

#### 4. CONCLUSIONS

Simultaneously, leadership variables, leader discipline have a significant effect on employee performance. Whereas partially, leadership and discipline of leaders have a positive and significant effect on employee performance at PT Bank Syariah Indonesia Tbk, Medan Branch. The residual test results in this study indicate that the work environment as a moderator variable and weakens the relationship between leadership variables and leader discipline on employee performance at PT Bank Syariah Indonesia Tbk, Medan Branch.

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