The Influence of Leadership Style, Work Discipline, and Job Satisfaction on the Performance of Manunggal Palm Oil Cooperative Employees in Seresam Village, Seberida District, Indragiri Hulu Regency

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ABSTRACT

Performance of Manunggal Business Palm Oil Cooperative Employees, Seresam Village, Seberida District, Indragiri Hulu Regency. We suspect that this is not optimal, as seen in late employees. Things that can influence employee performance include work discipline, job satisfaction, and job satisfaction. The purpose of this study is to determine the influence of leadership style, work discipline and job satisfaction on employee performance at Manunggal palm oil cooperative, Seresam village, Seberida district, Indragiri Hulu Regency. The study employed quantitative approaches to examine the impact of Leadership Style, Work Discipline, and Job Satisfaction on Employee Performance at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency. Sampling was achieved through a census method, with 35 individuals participating as respondents. Data analysis utilized quantitative descriptive techniques, with path analysis conducted using IBM SPSS Statistics version 21.0 software. Findings indicate that leadership style, work discipline, and job satisfaction all significantly affect employee performance.
INTRODUCTION

 Cooperatives are groups of people who have common goals or interests. So a cooperative is a form of a group of people who have a common goal. This group will become members of the cooperative they founded. The formation of cooperatives is based on the principles of kinship and cooperation, especially to help members who need assistance in the form of goods or cash loans (Kasmir, 2012: 254). To enhance the development of cooperatives, it is necessary to improve the quality of cooperatives, especially through the performance of workers.

 Employee performance is necessary to measure a cooperative's success in its goal of improving member well-being, such as employee performance in Manunggal Palm Oil Cooperative, Seresam Village, Seberida District, Indragiri Hulu Regency. can be seen from the Remaining Business Results (SHU) obtained by the Usaha Manunggal Seresam cooperative in 2020-2022. As follows, the remaining business results (SHU) received by the Seresam Village Manunggal Business Palm Oil Cooperative in 2020 amounted to Rp. 436,836,780., in 2021, amounting to Rp. 389,228,750., in 2022, amounting to 440,156,764. This shows that employee performance is not considered optimal. This is attributed to a number of factors that influence employee performance.

 According to Simanjutak in Widodo (2015: 133), performance is affected by the quality and capacity of staff and support facilities. Mangkunegara (2015: 67), factors affecting performance are ability factors and motivation factors. Motivation comes in the form of attitude. Prawirosentono (2011: 27) some factors that influence employee performance, which are: Efficiency and effectiveness, Authority, Discipline, Organizational culture, Stress straight. According to Siagian (2012: 142), specifically, remuneration, work environment, organizational culture, leadership, work motivation, work discipline, performance, communication and other factors. Several factors influence employee performance, but in this study, researchers only looked at three variables that influence employee performance, including leadership style, work discipline, and job satisfaction.

 Employee performance is influenced by leadership style. Leadership style is a standard of behavior used by a person when trying to influence the behavior of others. Leadership style greatly affects the leader's ability to influence the behavior of subordinates. Leadership in an organization must develop employees and create a motivating environment that produces high performance. Therefore, leaders need to think about their leadership style. It is believed that the leader's leadership style will greatly affect working conditions, which will be related to how employees accept the leadership style, whether they like it or not, whether they like it or not. On the one hand, certain leadership styles are said to lead to increased performance, while on the other hand, they can lead to decreased performance. Leadership style applied to Manunggal palm oil cooperative, Seresam village, Seberida district, Indragiri Hulu regency. That is still not as optimal as expected by employees, because leadership is not optimal in motivating employees and is not optimal in implementing supervision, so it does not achieve the expected effectiveness.
Previous research findings by Maudy Rosalina (2020). The findings show that there is a positive and significant influence between leadership style on work discipline and work discipline on employee performance. Although leadership style does not directly affect employee performance, it indirectly affects employee performance. Study by Heny Herawati (2020) The test results of this study conclude that there is a significant effect between leadership style and employee performance, and a small effect between motivation and employee performance.

Furthermore, employee performance is influenced by work discipline. Work discipline must be instilled in all employees. Compliance with current regulations requires employee awareness. Regulations are very important as they provide guidance and advice to employees in creating appropriate rules and regulations within the company. In order to implement disciplinary measures more effectively, provisions regarding employee discipline should be introduced. Moreover, a leader needs to be an example as a leader sets an example for his subordinates. A manager must be able to motivate and guide his employees as he is responsible for the success and failure of his employees. Moreover, discipline also helps in training employees to adhere to existing rules, procedures and policies for good performance. Labour discipline among employees of Manungal Palm Oil Cooperative Society, Seletham Village, Severidha District, Indragiri Phulur Regency. It is still suboptimal as there are still employees who come to work late.

Results of previous research, Ery Teguh Prasetyo et al (2016). The results of the study show that there is a positive and significant impact on employee performance between the variables of work discipline and job satisfaction. Natalia Susanto (2019) Research shows that work motivation affects employee performance, job satisfaction affects employee performance, and work discipline affects employee performance.

Employee performance is also influenced by job satisfaction. Job satisfaction is an important phenomenon in cooperatives because it is related to employee attitudes or a person's feelings toward the work at hand. High job satisfaction is believed to encourage increased employee performance, which will ultimately increase the overall effectiveness of the cooperative. On the other hand, low job satisfaction causes negative impacts such as absenteeism, slow work, and work strikes, and it is easier for them to leave the cooperative and look for work opportunities elsewhere, in other words, the employee turnover rate is quite high.

Job satisfaction can show the employee's positive attitude towards the work that must be completed. Job satisfaction reflects a person's feelings towards their work, this can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. An interview conducted with the chairman of the cooperative said that employee job satisfaction was still not as desired by the management. This is the case every year when employees are still found working in and out, meaning that employees are looking for other work by quitting their work at the cooperative. This is certainly not what the chairman of the cooperative wants.
The study of Agung (2013) shows that work discipline does not affect performance simultaneously or partially. Hartono Jossie (2020) The results obtained in this study show that at Telkom Witel North Jakarta, job stress has a significant negative impact on employee performance and job satisfaction has a significant positive impact on employee performance. It shows that it is giving. Effects of working environment, job satisfaction and workload on employee performance Based on the above phenomena, theoretical studies and research results, researchers further investigated the performance of employees in Manungal Palm Oil Cooperative, Seresam Village, Seberida District, Indragiri Hulu Regency. The objectives of the study were: influence of leadership style on employee performance; influence of work discipline on employee performance; The purpose of this study is to clarify the impact of degree on employee performance.

LITERATURE REVIEW

Employee Performance

According to Abdullah in Wirawan (2014: 3), power is an abbreviation for work-energy dynamics, the equivalent word in English is power, and power is the amount of energy generated by a function or indicator of a job or occupation within a specific time. Nawawi in Widodo (2015: 131) Performance is the result of work done, whether in physical or material form or intangible or immaterial form. According to Bangun (2012), performance is the result of work performed by a person based on professional requirements (job requirements). Mangkunegara (2015: 67) Definition of performance (work performance) is the quality and quantity of work results achieved by employees when performing tasks according to their assigned responsibilities.

Kasmir (2016: 182) states that performance is the result of work and work behavior achieved in completing the assigned tasks and responsibilities within a certain period of time. The two are closely related, so improving individual performance is likely to improve organizational performance as well. According to Sutrisno (2018: 176), factors such as effectiveness and efficiency, authority and responsibility, and initiative influence employee performance. According to Mangkunegara (2013: 75), the indicators of employee performance are: Quality of work, quantity of work, reliability of work, and attitude towards work.

Leadership Style

According to Kartono (2013:34) leadership style refers to the unique combination of traits, habits, temperament, character, and personality that distinguishes a leader in their interactions with others. As described by Thoha (2014:49), it represents a set of behavioral norms employed by an individual when attempting to influence the actions of others or subordinates. Srijani (2013:43) emphasizes the correlation and impact of leadership style on employee performance. Indeed, leadership style holds significant importance for organizations, as leaders have the ability to influence morale, the quality of work life, and notably, the achievement levels within an organization.
According to Tohardi, quoted by Sutrisno (2013:242), leadership styles are Persuasive Style, Repressive Style, Participative Style, and Innovative Style. The basis of leadership style according to Istijanto (2016:236) is that leadership style is divided into two, namely: Leadership based on structure, Leadership based on consideration. Additionally, as outlined by Kartono (2013:34), the indicators of leadership style encompass the following: Decision-making prowess, Motivational aptitude, Communication proficiency, Subordinate management skills, Sense of responsibility, and Emotional control ability.

**Work Discipline**

According to Sutrisno (2016:86), Discipline entails an individual's willingness and readiness to comply with and uphold the regulatory norms surrounding them. Hasibuan (2012:193) defines Discipline as an individual's awareness and readiness to adhere to all company regulations and relevant social norms. Simamora (2016:610) characterizes Discipline as a manifestation of employee self-control and consistent implementation, reflecting the level of dedication within the company's work team. Siagian (2014:305) categorizes forms of work discipline within an organization or company into two forms: Preventive Discipline and Corrective Discipline.

Singodimenjo in Sutrisno (2013:86) identifies factors influencing employee discipline, including the size of compensation, presence of exemplary leadership, existence of clear rules serving as guidelines, assertiveness of leadership in taking action, presence or absence of leadership supervision, and insufficient attention to employees. Indicators affecting the level of employee discipline in an organization or institution include the following: (Hasibuan, 2016:194) goals and capabilities, leadership role modeling, fairness, inherent supervision (waskat), punitive measures, firmness, and human relations.

**Job Satisfaction**

According to Amirullah (2015:49), Job Satisfaction is a positive or pleasant emotional condition resulting from employee assessments based on their experiences. Milton also said that a worker's positive reaction to his job depends on the degree to which the worker's physical and psychological needs are met by his job. The gap between what workers receive from their work and what they expect is the basis for the emergence of satisfaction or dissatisfaction. According to Nuraini (2013: 114), job satisfaction refers to job satisfaction derived from praise, work results, placement, treatment, facilities, good working environment, etc. Employees who want to enjoy their work at work will prioritize work over compensation, even if compensation is important.

According to Siagian (2015:79), satisfaction Work is the general attitude of an employee towards his work, meaning that in general it can be formulated that a person who is satisfied with his work will have a positive attitude towards the business organization where he works. According to Sunyoto (2012: 210), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. An employee who loves his job will certainly provide the best performance for the organization. On the other hand, if an employee does not love his job, it will certainly result in less-than-optimal performance. Wijono (2015: 120), defines job satisfaction as a level of positive and pleasant emotions
for the individual. In other words, job satisfaction is a result of an individual’s estimation of a job or experience that is positive and enjoyable for him.

Wijiono (2015: 121) suggests that 2 (two) factors influence job satisfaction, namely: (1) Employee factors, and (2) Job factors. Meanwhile, according to Hamali (2016: 206), the job aspects that influence job satisfaction and are also called job satisfaction dimensions are: Promotion, salary, job itself, supervision, employees, job security, working conditions, management or company policies, communication, responsibility, evaluation, job performance, growth opportunities. Then, Hasibuan (2017:110) suggests that indicators of job satisfaction can be assessed through: conducive working environments, adequate remuneration, and supportive colleagues.

**Framework**

The research framework is as follows:

![Image 1. Framework for Thought](image)

**Hypothesis**

H1 It is hypothesized that leadership style influences the performance of employees in Manungal Business Palm Oil Cooperative Society located in Seresam Village, Seberida District, Indragiri Hulu Regency.

H2 Labor discipline is suspected to be affecting the performance of Manungal Enterprises Palm Oil Cooperative, located in Seresam village, Seberida district, Indragiri Hulu Regency.

H3 It is hypothesized that job satisfaction affects the performance of employees in Manungal Palm Oil Cooperative Society located in Seresam Village, Seberida District, Indragiri Hulu Regency.

**METHODOLOGY**

The research methodology employed in this study is quantitative. As per Sugiyono (2018; 13), quantitative data refers to a research approach grounded in positivism, wherein data is represented in numerical form and subjected to statistical analysis to address the research question and derive conclusions. The study population comprised 40 employees from the Manunggal Palm Oil Cooperative, with a sample size of 35 individuals selected through the census sampling method. Data types and sources were primarily quantitative, gathered through interviews and questionnaires. Data analysis involved statistical techniques utilizing IBM SPSS 21 software, including instrument testing, validity and reliability assessments, classic assumptions testing (normality and linearity),
model feasibility testing (F-test), path analysis, calculation of multiple correlation coefficient (R), determination coefficient (R2), and hypothesis testing (t-test).

RESULTS
Path analysis enables the measurement of both direct and indirect relationships among variables within the model. Its primary purpose is to ascertain the structural connections between the independent and dependent variables. Through this analysis, the contribution's magnitude indicated by the path coefficient on each causal pathway diagram between Leadership Style, Work Discipline, and Job Satisfaction on Employee Performance can be examined. The outcomes of the structural equation are presented below:

\[ Y = 0.756X1 - 0.185X2 + 0.243X3 + e \]

Based on the computations and statistical analyses of the path coefficients in the path analysis, the interpretations are as follows:
1. The impact of leadership style on employee performance is 0.756.
2. The influence of work discipline on employee performance is -0.185.
3. The effect of job satisfaction on employee performance is 0.243.
4. The correlation between Leadership Style and Work Discipline is 0.078.
5. The correlation between Leadership Style and Job Satisfaction is 0.320.
6. The correlation between Work Discipline and Job Satisfaction is 0.132.
7. The effect of other variables on the variables under study is \((e) = 1 - 0.738 = 0.262\).

H1: There is a hypothesis that the leadership style impacts the performance of employees at the Manunggal Business Palm Oil Cooperative located in Seresam Village, Seberida District, Indragiri Hulu Regency.

The Leadership Style variable (X1) is 8.398, which exceeds the threshold of 2.02619. Thus, it can be inferred that the Leadership Style variable partially influences the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.

H2: It is hypothesized that work discipline affects the performance of the Manunggal Enterprise Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.

The Work Discipline Variable (X2) is -2.108, which falls below the threshold of -2.02619. Therefore, it can be concluded that the Work Discipline variable significantly impacts the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.

H3: There is a suspicion that job satisfaction influences the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.

The Job Satisfaction Variable (X3) is 2.628, which surpasses the threshold of 2.02619. Hence, it can be concluded that the Job Satisfaction variable partially influences the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.
DISCUSSION

Employee Performance is Affected by Leadership Style
Research conducted by this researcher shows that leadership style partially influences employee performance, this is because employees tend to provide better results when they feel appreciated, empowered, and supported by the leader. The results of this research are in line with research conducted by Maudy Rosalina (2020) Zusnita Muizu (2019) and Mohammad Edi, Bahri, and Muis Fauzi (2020) with the results of these three studies showing that Leadership Style partially influences employee performance.

Employee Performance is Impacted by Work Discipline
Research conducted by this researcher shows that work discipline influences employee performance, employees have a high level of discipline, and they tend to be more consistent in meeting deadlines, maintaining work quality, and complying with established rules and procedures. This can increase productivity, efficiency, and effectiveness in the work environment. The results of this research are in line with research conducted by Eri Teguh Prasetyo (2016). The results of this research show that Work Discipline partially influences employee performance.

Employee Performance is Influenced by Job Satisfaction
Research conducted by this researcher shows that job satisfaction partially influences employee performance, employees feel satisfied with their work, and they tend to be more motivated, enthusiastic, and committed to giving their best. This can increase their productivity, work quality, and creativity. Additionally, satisfied employees tend to be more loyal to the company and more likely to stay long-term. The findings of this study are consistent with research by Ery firm Prasetyo (2016), Suhroji Adha and Iyah Asriyah (2019) and Didi Wandi (2022), the findings of this study indicate that job satisfaction partially influences employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion
Based on the findings of the study examining the impact of Leadership Style, Work Discipline, and Job Satisfaction on the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency, the following conclusions can be drawn:

1. The style of leadership significantly affects the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.
2. The level of work discipline plays a significant role in influencing the performance of employees at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.
3. The degree of job satisfaction experienced by employees is a significant determinant of their performance at the Manunggal Palm Oil Cooperative in Seresam Village, Seberida District, Indragiri Hulu Regency.
Recommendation

Based on the research results presented above, the author formulates several suggestions, namely as follows:

1. It is best for leaders in leading subordinates to be able to direct employees in their work and provide enthusiasm by giving rewards to employees.
2. It is best for agencies to pay attention to the Work Discipline given to employees by providing Work Discipline indirectly to employees at work.
3. Job satisfaction in agencies needs to be increased further by leaders holding work briefings every day to improve employee performance.
4. Leaders should be able to maintain employee performance by completing work according to the specified time.

FURTHER STUDY

Research limitations, this research only takes a few variables that influence employee performance, therefore researchers who wish to research in the same place and about employee performance can take more varied research variables that influence employee performance so that the research results are more significant and can be used. as a reference to improve employee performance, especially employees of the Manunggal Palm Oil Cooperative, Seresam Village, Seberida District, Indragiri Hulu Regency.

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