



The role of organisational behaviour, leadership style, and work discipline in staff performance

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ABSTRACT

Human resource management is a very interesting topic to research because it influences the progress of an organisation. This research is to get information about organisation behaviour, leadership style, and work discipline and three factors affecting staff performance. This research used a questionnaire for 111 respondents and SPSS version 25. This Research is quantitative research and statistical analysis. Multiple linear regression method with quantitative analysis. Based on SPSS data analysis, the researcher got the result of multiple linear regression analysis for organisation behaviour (X1) is 2.721 with a significant 0.008, leadership style (X2) is 3.105 with a significant 0.002, and work discipline (X3) is 3.520 with a significant 0.001. The result of the simultaneous test (F test) was 32.249 with significancy 0.000. Conclusion for this research, the first hypothesis is that organisation behaviour has an influence on staff performance, the second hypothesis is that leadership style has an influence on staff performance and third hypothesis work discipline has an influence on staff performance, and the last hypothesis is that these three variables (organisation behaviour, leadership style, and work discipline) have simultaneous influence in staff performance.

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INTRODUCTION

The success of an organisation is very dependent on its staff performance; therefore, staff or employees are required to contribute their best to the organization. Performance is the result of the work that is done by the responsibilities and authority of both organisations, groups, and individuals.

Efforts to realize work discipline in an organization are greatly influenced by various factors, including organisational culture and behaviour, leadership style, and so forth. Staff will always be required to provide good work results so that they can provide added value to the organization. Leadership style always involves someone's effort to influence the behavior of a follower in a situation. Sources of influence can be obtained formally, namely by occupying certain managerial positions in a company or organization because managerial positions are obtained

through a formal system, so that one can assume the role of a leader is a result of the managerial position. He occupies an organization. Various types of obstacles will be encountered by individual organizations to work well so that their performance received by organisations and communities that need it.

According to Romli (2014), organisational behaviour is defined as the ability and willingness to adapt one's behaviour to organisational behaviour and has a high relevance to willingness, ability, and willingness to increase work productivity. Organisational behaviour is related to how organisational members understand the cultural characteristics of an organization. Organisational behaviour, in general, is a philosophical statement that can be used as a demand that binds the members of the organisation because it can be formulated formally in various organisational rules and regulations.

Leadership is the ability of a leader to ensure his or her subordinates (staff) to be willing to collaborate to achieve organizational goals that have been set. The function of a leader is not limited to coordination but covers all fields or aspects. If this leader can carry out the great responsibility and motivation of the subordinates, then the leader can be said to be a successful leader. Leadership is the act of influencing subordinates in order to achieve organisational goals. Badeni (2014).

Good discipline reflects a person's sense of responsibility for the tasks given to him or her. Therefore, every leader always strives for his or her subordinates to have good discipline. Because of discipline, the goals to be achieved can be more effective and efficient. Discipline is the willingness of someone to follow all the rules of the company or organisation and prevailing social norms. Hasibuan, (2013). According to Mathis and Jackson, (2014), performance is the achievement of work results or achievements and is one measurement of actual behavior in the workplace that is multidimensional.

Based on the findings of researchers in the field who are in the scope of staff at PT. Team Metal Indonesia, it appears that the organisational behaviour at PT. Team Metal Indonesia is also felt to have not functioned properly because it has not been able to become a social glue in uniting members in achieving organisational goals, which are embodied in the provisions or values that must be conveyed and felt by individuals, the results of observations and interviews with 60% of PT. Team Metal Indonesia staff stated that leadership at PT Team Metal Indonesia has not functioned optimally because it has not been able to become an active integrator, namely that leadership functions as a unifier of various individuals and groups with different mindsets and ways of acting that are compartmentalised towards common goals and the staff discipline of PT Team Metal Indonesia in the last three years has not been optimal because it fluctuates from year to year. This suboptimal organisational discipline data correlates with the average achievement of individual discipline among PT. Team Metal Indonesia staff over the past three years, which is about 93.99%.

The gap with previous research is that there are several research indicators that have no significant effect and there are indicators that have a significant effect.

It is expected that companies can make good policies and decisions, especially those related to organisational culture, leadership style, and work discipline, which in turn can improve employee performance.

Based on the phenomena at PT. Team Metal Indonesia described above, the researcher is interested in conducting research on the role of organisational behaviour, leadership style, and work discipline in staff performance.

Based on the previous research by Ratnasari, S. L., & Sutjahjor, G. (2019). EMPLOYEES' PERFORMANCE: ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE THROUGH JOB SATISFACTION. *Humanities & Social Sciences Reviews*, 7(5), 597-608 concluded that organizational culture and leadership style influence employee performance. Prasetiyo, E. J., Ratnasari, S. L., & Hakim, L. (2020). Analisis Gaya Kepemimpinan, Komitmen Organisasional,

Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Dimensi*, 9(2), 186-201 concluded that partially, the organisational commitment variable has an insignificant effect on employee job satisfaction. Organisational culture variables have a significant effect on employee job satisfaction. Work environment variables have a significant effect on employee job satisfaction. Leadership style variables have an insignificant effect on employee job satisfaction. Bangun, R., Ratnasari, S. L., Yona, M., & Waty, R. (2022). The Effect Of Leadership, Organizational Behavior On Employee Performance, Work Discipline As Intervening Variable. *BENING*, 9(2), 80-86 concluded that leadership has a significant effect on work discipline, organizational behavior has a significant effect on work discipline, work discipline has a significant effect on employee performance, leadership has a significant effect on employee performance, organizational behavior has a significant effect on employee performance, leadership insignificantly effect on employee performance through work discipline, organizational behavior insignificantly effects on employee performance through work discipline.

RESEARCH METHOD

Population and Sample

In this research, the population is the staff of PT. Team Metal Indonesia, totaling 111 people. The number of samples in this study amounted to 111 respondents. The sampling method is saturated sampling.

Data Collection Method.

The research aims to confirm the theoretical model with empirical data. It tries to test the hypothesis used, where samples are taken from a population and questionnaires are the primary data collectors. Collecting data through a questionnaire is done by asking questions to parties related to the problem. To assess respondents' responses, the author uses the Likert scale, which uses several question items to measure individual behaviour by responding to 5 choice points on each question item. The Likert scale is identified as (5) strongly agree, (4) agree, (3) undecided, (2) disagree, and (1) strongly disagree.

Data Analysis Method

After the data is collected, the next step is data analysis. The objective of this analysis is to interpret and draw conclusions from the collected data. Methods of data analysis in this study using regression will be processed using SPSS 25 software.

Validity and Reliability Test

The data obtained needs to be tested for accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument used are. Based on the research, for each variable of the questionnaire item that was tested for validity, all the questionnaires met the valid criteria and were eligible to be used as a questionnaire in further research. While in the reliability test, all variable questionnaire items are reliable and can be used as the research instrument.

RESULTS AND DISCUSSIONS

Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is one that has residuals that are normally distributed. There are some methods to do the normality test, such as the histogram graphic or the normal probability plot of the regression graphic.

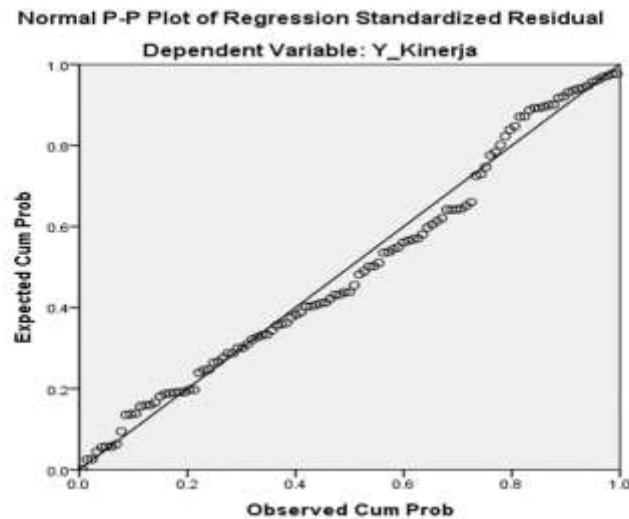


Figure 1. P-P Plot for data normality test

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

Reliability Test

Table 1. Reliability test result

No	Variable	N of items	Cronbach's Alpha	Remarks
1	Organisational behaviour	10	0,813	Reliable
2	Leadership style	11	0,922	Reliable
3	Work discipline	10	0,645	Reliable
4	Staff performance	13	0,949	Reliable

According to Ghozali (2017), the research instrument is declared reliable if it has a Cronbach Alpha value of 0.60, while the validity of the instrument, according to Sugiyono (2017), is declared valid if the correlation coefficient of each instrument item is ≥ 0.30 . All data meet the requirements for validity and reliability. Descriptive analysis is a test based on information obtained from respondents and generated from structured data. Based on the table, it can be seen that Cronbach's alpha is greater than 0.60, which shows that each statement item in the questionnaire is reliable or, in other words, all statements the items used are stable and consistent in measuring each research variable.

Coefficient Determination

The analysis of determination, also called R square, symbolised by R^2 , is used to determine the magnitude of the influence of the independent variable (X) on the dependent variable (Y). The smaller the coefficient of determination, the weaker the effect of the independent variable (X) on the dependent variable (Y). Conversely, if the coefficient of determination is closer to 1, then the effect of the independent variable on the dependent variable is getting stronger. Thus, if a coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then the contribution that the independent variable gives to the dependent variable is perfect.

Table 2. Coefficient determination result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,689 ^a	,475	,460	5,215	,475	32,249	3	107	,000

Based on the table above, the value of the adjusted R square coefficient of determination is 0.460. This shows that the variable ability of organisational behaviour, leadership style, and work discipline explains the effect of staff performance of PT. Team Metal Indonesia by 46.0%. The remaining 54.0% is the influence of other independent variables not examined in this study.

t-Test (Partial Hypothesis test)

Table 3. t-test result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,034	5,589		-,185	,854		
	X1_Organisational Behaviour	,476	,175	,253	2,721	,008	,570	1,756
	X2_Leadership Style	,287	,092	,255	3,105	,002	,729	1,371
	X3_Work Discipline	,536	,152	,325	3,520	,001	,574	1,741

From these results, the t-table number is 1,98, with the test criteria hypothesis as follows: (1) Based on the calculation results, the t count obtained for organisational behaviour of 2,721 >t table 1,98 and a significance of 0,008 <0.05 means there is a positive influence between organisational behaviour on staff performance. (2) Based on the results of the calculation, the t count obtained for leadership style of 3.105 >t table 1.98 and a significance of 0.002 <0.05 means that there is a positive influence of leadership style on staff performance. (3) Based on the calculation results, the number t is calculated for the work discipline of 3.520 >t table 1.98, with a significance of 0.001 <0.05 means that there is a positive influence of work discipline on staff performance.

F-Test (Simultaneous Hypothesis Test)

Table 4. F-test result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2631,279	3	877,093	32,249	,000 ^b
	Residual	2910,145	107	27,198		
	Total	5541,423	110			

The f test obtained an F count of 32,249 with a significant level of 0.000 because the probability (0.000) is smaller than 0.05, it has an effect simultaneously on staff performance.

CONCLUSION

Based on the findings and discussions that have been described in the chapters previously, in the following we will conclude several things regarding this research: (a) Organisational behaviour of 2,721 >t table 1,98 and a significance of 0,008 <0.05 means there is a positive influence between organisational behaviour on staff performance, the company can increase and improving

organisational culture to function properly so that it can become a social glue in uniting members in achieving organisational goals, which are embodied in the provisions or values that must be conveyed and felt by individuals. (b) The leadership style of 3.105 > t table 1.98 and a significance of 0.002 < 0.05 means that there is a positive influence of leadership style on staff performance, the good leadership that becomes an active integrator; that is, leadership functions as a unifier of various individuals and groups with different mindsets and ways of acting that are compartmentalised towards a common goal. (c) Work discipline of 3.520 > t table 1.98, with a significance of 0.001 < 0.05 means that there is a positive influence of work discipline on staff performance and it can be improved further through brainstorming and follow-up closely the result in weekly basis (d) organizational behavior, leadership style and work discipline simultaneously influence staff performance where the probability (0.000) is smaller than 0.05. In this case, the company must be able to make theory one of the considerations for future improvement because, in practice, the company does not fully implement it, which is one of the reasons why staff performance has not been maximised. The next researcher may explore more of the other factors or indicators beside organisational behaviour, leadership style, and work discipline to have better figures and pictures for the other factors and use more variables and a wider population scope in this study. The sample used should also be larger than this study, so further research can provide a more specific picture of it. The contribution of science to this research is that organisations can use this research as a reference to continue to make improvements so that, in the end, the performance of staff can be maximized.

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