

The Influence Of Leadership Style, Work Quality, Work Discipline And Career Development On Employee Performance At The West Bilah Subdistrict Office, Labuhanbatu Regency

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Abstract

This research aims to analyze the influence of leadership style, work quality, work discipline, and career development on employee performance at the West Bilah Subdistrict Office, Labuhanbatu Regency. This study applies a quantitative approach using purposive sampling techniques and survey methods to collect information from non-leadership staff. The research instrument was tested for validity and reliability, and analyzed using multiple linear regression. The research results identified that the four independent variables had a significant impact on employee performance simultaneously. However, partially, only work discipline was proven to have a significant and positive impact on employee performance (significance 0.000), while leadership style, work quality and career development did not show a direct significant effect. The coefficient of determination of 72.7% indicates that the four variables are able to explain most of the variation in employee performance. This research emphasizes the importance of increasing work discipline and structured career development in an effort to improve employee performance.

Keywords: *Leadership Style, Work Quality, Work Discipline, Career Development, Employee Performance*

INTRODUCTION

The background to this research focuses on the influence of leadership style, work quality, work discipline, and career development on employee performance at the West Bilah Subdistrict Office, Labuhanbatu Regency. In the context of public organizations, employee performance is one of the main indicators in assessing the effectiveness and efficiency of public services. This research aims to explore the elements that influence employee performance, which is expected to make a significant contribution to improving the quality of public services in the area.

Leadership style is one of the factors that greatly influences employee performance. Research conducted by Nugraha proves that leadership style has a positive and significant impact on employee performance, where good leadership is able to create a work environment that encourages and inspires employees to work better (Nugraha, 2022). In addition, Ulyanah et al. emphasizes that good leadership can improve employees' abilities, which ultimately has a positive effect on their work results (Ulyanah et al., 2021). This shows that a leader who can mobilize and stimulate employee enthusiasm will have a direct impact on their work results.

The quality of employee work is also an important factor in determining performance. Koyongian found that a good work environment and a supportive leadership style can improve the quality of employee work, which leads to improved performance (Koyongian, 2020). This research identifies that work quality is not solely influenced by individual abilities, but also by the support provided by leaders and a conducive work environment. Therefore, it is very crucial

for organizations to build an atmosphere that encourages employees to contribute optimally in their work.

Work discipline is an important aspect that must be considered in relation to employee performance. Jufri and Marimin found that a high level of work discipline has a positive impact on employee performance, where disciplined employees tend to be more productive and efficient in carrying out their duties (Jufri & Marimin, 2022). Research by Nadeak also shows that work discipline acts as an intermediary variable that strengthens the relationship between leadership style and employee performance (Nadeak, 2022). This confirms that good work discipline can be a bridge that connects effective leadership with optimal performance.

Career development is also a very significant aspect in improving employee performance. In a study presented by Alam, it was found that appropriate career development can provide a boost to employee motivation and performance (Alam, 2024). Employees who feel that they have opportunities to develop and renew their abilities are usually more loyal to their work. Thus, organizations need to pay more attention to career development programs to improve employee performance.

Furthermore, the interaction between leadership style, work discipline and career development can create positive synergy in improving employee performance. Sujana and Ardana found that work motivation can be a mediator in the influence of transformational leadership on employee performance, identifying that effective leadership can increase motivation which ultimately has a better impact on performance (Sujana & Ardana, 2020). This identifies that a leader who can spark enthusiasm among employees will play a role in achieving superior levels of performance.

In the context of the West Bilah Subdistrict Office, it is important to understand how these four factors interact with each other and influence employee performance. Research by Hamsal shows that good leadership, organizational commitment, and organizational culture have an important impact on job satisfaction and employee performance (Hamsal, 2021). Thus, an in-depth analysis of these elements is expected to provide clearer insight into how to improve employee performance in the government environment.

Optimal employee performance does not only depend on internal factors such as discipline and quality of work, but also on external factors such as support from leaders and opportunities for career development. Research by Panggabean shows that employee performance is significantly influenced by work motivation, leadership and organizational culture (Panggabean, 2021). Therefore, it is very crucial for an organization to build a supportive atmosphere so that employees can contribute optimally.

Finally, this research aims to provide recommendations for human resource management at the West Bilah Subdistrict Office, with the hope of improving employee performance through developing effective leadership styles, increasing work discipline, and sustainable career development. By understanding the influence of each of these factors, it is hoped that an effective and efficient work environment can be created, which in turn will improve the quality of public services in Labuhanbatu Regency.

RESEARCH METHODS

This research is a quantitative study which aims to test a hypothesis, is deductive in nature, and is based on theory. The unit of analysis used in this research is the individual, namely the consumer. The data used is cross-sectional. Cross-sectional data is a type of data that records an event at a certain time (Sugiyono, 2018). The sampling method that will be applied in this research is purposive sampling, where the selection is carried out based on several predetermined criteria, thus using specific sampling techniques. Specific sampling is a sample selection method based on certain criteria. In this research, the population and sample survey method was used so that the entire population was sampled so that no formula was used.

The method that will be applied to collect data in this study is distributing questionnaires. The aim of this research is to obtain equivalent information across the population taken as a sample so that both similarities and differences can be identified (Sugiyono, 2018). This method was chosen because this research focuses on collecting information and data from respondents through the responses given, which will help reveal the picture, situation, knowledge and attitudes of the respondents (Sugiyono, 2018). Multiple regression analysis is applied to evaluate the strength of the relationship between the independent variable and the dependent variable, so that in this study the regression is as follows (Sugiyono, 2018). The population studied in this study consisted of all employees at the West Bilah sub-district office, and the sample was staff at the level below the Head of Service. Heads of Service were not included in the sample because they were in the leadership group, which this research only examined at the staff level. The number of samples was determined using the Cochran formula (SUGIYONO, 2013)

Conceptual Framework

Research Hypothesis

H1: Leadership style has a positive impact on employee performance.

H2: Work quality has a positive influence on employee performance.

H3: Work discipline has a positive impact on employee performance.

H4: Career development has a positive impact on employee performance.

From the calculation above, the number of samples taken in this study was 96.04, then this number was added to 96, so that the number of respondents was 96 people. Collecting data in this research was carried out through interviews, observations, and the questionnaire was directly given to consumers at the Wahidin Bagan Bilah Shop, then tested through various analysis techniques, including:

- a) Classical assumption test, in the classical assumption test the normality test, heteroscedasticity test and multicollinearity test are carried out;
- b) Multiple linear regression test, using the linear equation: $Y = a + b_1X_1 + b_2X_2 + \dots$ and
- c) Hypothesis testing, consisting of the t test (partial) which is used to analyze the partial influence between the independent variable and the dependent variable, and the F test (simultaneous) which is used to analyze the simultaneous influence of the independent variable on the dependent variable.

The coefficient of determination is used to measure the model's ability to explain variations in the dependent variable. To facilitate the research process, *Software IBM SPSS* used as an analytical tool in processing data in research.

RESULTS AND DISCUSSION

Validity and Reliability Test

a. Validity Test

Table. 1 Validity Test

Variable	Statement	R Count	R table	Information
Leadership Style	1	0,898	0,2480	Valid
	2	0,702	0,2480	Valid
	3	0,879	0,2480	Valid
	4	0,801	0,2480	Valid
	5	0,899	0,2480	Valid
	6	0,760	0,2480	Valid
Quality of Work	1	0,867	0,2480	Valid
	2	0,929	0,2480	Valid
	3	0,917	0,2480	Valid
Work Discipline	1	0,903	0,2480	Valid
	2	0,886	0,2480	Valid
	3	0,856	0,2480	Valid
	4	0,939	0,2480	Valid
	5	0,839	0,2480	Valid
Career Development	1	0,866	0,2480	Valid
	2	0,912	0,2480	Valid
	3	0,875	0,2480	Valid
	4	0,925	0,2480	Valid
	5	0,853	0,2480	Valid
	6	0,786	0,2480	Valid
Employee performance	1	0,891	0,2480	Valid
	2	0,950	0,2480	Valid
	3	0,875	0,2480	Valid
	4	0,939	0,2480	Valid
	5	0,927	0,2480	Valid

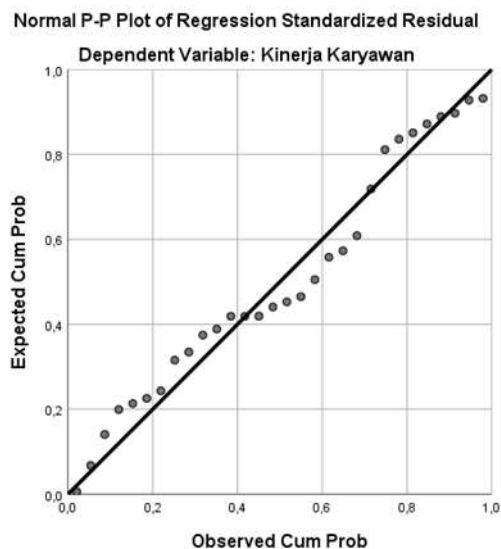
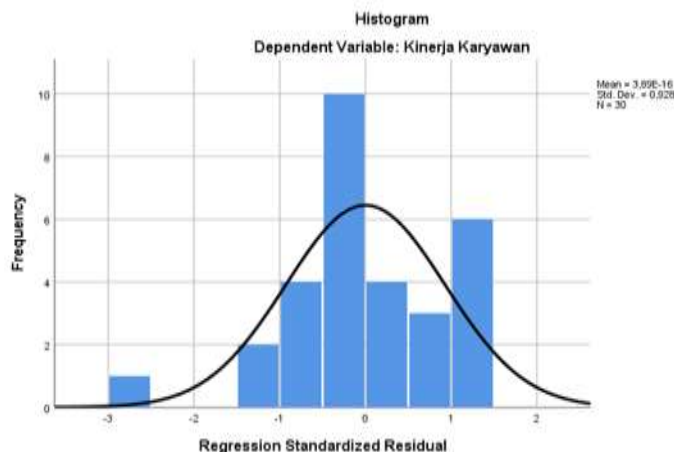
Reliability Test

Variable	Test Results	Standard Value	Information
Leadership Style	0,802	0,6	Reliable
Quality of Work	0,864	0,6	Reliable

Work Discipline	0,823	0,6	Reliable
Career Development	0,810	0,6	Reliable
Employee performance	0,828	0,6	Reliable

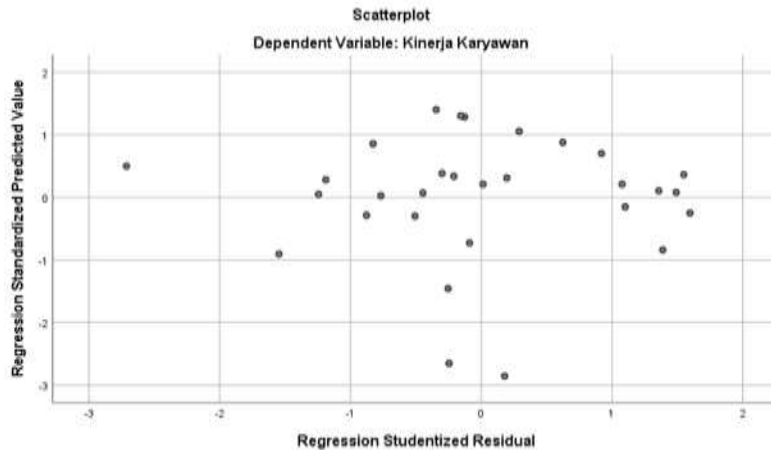
Classic Assumption Test ((Normality Test, Heteroscedasticity Test, and Multicollinearity Test)

b. Probability Plot Normality Test (X1-Y)



In this test, it can be seen that most of the residual points are located around the sloping line, so it can be concluded that the residual data from the independent variable (X1) to the dependent variable (Y) meets the normality assumption. This is important because violations of the normality assumption can affect the validity of the results of the regression analysis carried out.

c. Scatterplots Heterocedasticity Test (X1-Y)



A scatterplot between the independent variable (X1) and the dependent variable (Y) is used to visualize the residual distribution pattern. If the scatterplot shows a random pattern and does not form a particular pattern (such as a cone or line), then it can be concluded that there is no heteroscedasticity problem, and the residual variance is constant. However, if there is a clear pattern, such as an increase or decrease in the residual variance as the X1 value increases, then this indicates heteroscedasticity. Heteroscedasticity can affect the estimation of regression coefficients and make analysis results inefficient. Therefore, it is important to ensure that there is no heteroscedasticity in the regression model used, so that the analysis results can be reliable and valid.

d. Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
.145	6,878
.207	4,830
.324	3,088
.137	7,308

Testing can be carried out by checking the values *Tolerance* And *Variance Inflation Factor* (VIF) in the regression model. The criteria for decision making related to the multicollinearity test is if the VIF value is <10 or the Tolerance Value is >0.001, so that from the analysis results from the table above it is stated that multicollinearity does not occur.

e. Multiple Linear Regression

This research is a multiple linear regression to analyze the impact of the Work Environment, Work Discipline, Work Stress, and Compensation on Employee Performance. Based on the coefficient table above, the following results are obtained:

$$Y = 0,387 + 0,000X_1 + 0,099X_2 + 0,467X_3 + 0,405X_4 + e$$

Multiple Linear Regression Equation (Unstandardized):

· Leadership style (X_1) shows a coefficient value of 0.000 with a significance of 0.997, indicating that there is no significant direct influence on employee performance in this model. However, leadership style can still play a role as an indirect factor, for example through mediating work motivation, as explained by Sujana and Ardana (2020) in their research.

· Work quality (X_2) has a positive but not statistically significant influence, with a coefficient value of 0.099 and a significance of 0.524. This suggests that although work quality remains important, in the context of this research, its impact on performance is not yet strong enough to be recognized as significant.

· Work discipline (X_3) has the most significant influence on employee performance with a regression coefficient value of 0.467 and a significance of 0.000. This shows that a one unit increase in work discipline can increase employee performance by 0.467 units. This finding is in line with research by Jamaludin et al. (2021) which states that discipline at work plays a significant role in increasing the level of productivity and work efficiency in the government sector.

· Career development (X_4) also shows a significant influence on performance, with a coefficient value of 0.405 and a significance of 0.003. This means that a structured career development program can significantly improve employee performance. This is reinforced by Fitria and Rahman (2024) who state that career development contributes greatly to improving the quality and work performance of employees, especially in public service organizations.

The four independent variables (Leadership Style, Work Quality, Work Discipline, Career Development) have a positive and significant impact on Employee Performance. Among these four variables, work discipline and career development are the factors that have the most influence on employee performance.

Uji T

The T test aims to analyze the influence of each independent variable individually on the dependent variable (employee performance). T test results show:

· Leadership Style (X_1): Significance coefficient = 0.858 Not statistically significant because the sig value is > 0.05 . This identifies that leadership style does not have a direct impact on employee performance in the context of this research. However, according to Sujana and Ardana (2020), leadership style can influence performance through motivation as a mediating variable.

· Quality of Work (X_2): Significance coefficient = 0.536 Not partially significant. This means that improving work quality has not significantly improved performance. This is contrary to the results of research conducted by Ginting et al. (2021), which states that high quality work, especially if supported by training, contributes to employee performance.

· Work Discipline (X_3): Significance coefficient = $0.012 < 0.05$ This result is significant and positive. This means that the better the work discipline, the higher the employee's performance will be. Research by Jamaludin et al. (2021) strengthens these results, stating that work discipline is one of the main indicators of increasing ASN productivity and work effectiveness.

· Career Development (X_4): Significance coefficient = $0.114 > 0.005$, the results show that it is not significant and is positive. Shows that career development has no impact on improving performance. In contrast, research by Fitria and Rahman (2024) shows that career development has a direct impact on work quality and results, which does not strengthen these findings.

Uji F

The F test is used to identify whether the independent variables collectively influence the dependent variable. In this study, the F test results show a significance value of <0.05 , which means:

Leadership style, work quality, work discipline, and career development together have a big impact on employee performance. Thus, although not all variables are partially significant, the combination of the four variables makes a real contribution to improving performance. Research by Ginting et al. (2021) also supports this conclusion, that the combination of work ability, training, discipline and encouragement plays a very significant role in the work results of employees in the public organization sector.

Coefficient of Determination Test

The coefficient of determination for this study is $R^2 = 0.774$. This means that 77.4% of the variation in employee performance can be explained by the four independent variables, namely leadership style, work quality, work discipline, and career development. The remaining 22.6% is explained by other factors not included in this model.

This value is quite high, indicating that the model has strong predictive power. This is in line with the research results of Padilah et al. (2021), which states that an HR management model that includes motivation, work environment and discipline variables can explain a large proportion of the variation in employee performance.

CONCLUSION

Based on the data analysis carried out, the following conclusions can be drawn:

1. Work discipline and career development have a positive and significant impact on employee performance. Work discipline is the variable that has the most influence on performance.
2. Leadership style and work quality do not have a direct significant impact on employee performance, although they still contribute to creating a positive work environment.
3. Simultaneously, the four variables (leadership style, work quality, work discipline, and career development) have a significant impact on employee performance, with a contribution of 77.4% to the variation in performance that occurs.
4. This research confirms the importance of public organizations' focus on improving work discipline and providing career development opportunities as the main strategy for improving employee performance.

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