

THE RELATIONSHIP OF LEADERSHIP STYLE WITH WORK DISCIPLINE IN EMPLOYEES WHO DO WORK FROM HOME SYSTEM

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ABSTRACT

This research examines the relationship between leadership style and work discipline in employees who use the Work from Home system. The data used in this research was collected from 100 employees at Taman Tridaya Indah 2 Housing and analyzed using SPSS. The results show that the authoritative leadership style has a positive correlation with employee work discipline, participative leadership has a positive correlation with work discipline, and the delegative leadership style also has a positive correlation with the work discipline of employees who use the Work from Home system. This research provides some additional knowledge about leadership styles and factors that influence employee discipline.

Keywords: Work Discipline, Leadership Style, Work from Home.

INTRODUCTION

This research describes changes to the work system as one of the government's policies in efforts to prevent the corona virus, namely working from home or what is known as Work from Home (Ma'rifah, 2020). According to Mungksa (2020), the Work from Home system provides freedom in managing working hours and makes it difficult for workers to differentiate personal matters from work time. The Covid situation makes it difficult for companies to monitor employee discipline because it tends to be done from home. According to Purwanto (2020), Work from Home activities are at risk of reducing work discipline, because Work from Home activities are more flexible in completing work and do not follow office entry hours. The need for discipline in working from home like in the office, employees must ensure that they do not delay work time (Tempo, 2021). As according to Ida (2021), employees who work from home must have responsibility and be confident in their ability to work, be diligent, and maintain a good attitude at work.

In the research field in one corner of Bekasi Regency, specifically at Tridaya Indah 2 Housing, several employees implemented the Work from Home system. Researchers conducted a survey of 51 employees. The survey results show that there is a Work from Home phenomenon and there are still undisciplined actions while working. When interviewed, there were various reasons why they carried out undisciplined actions. Most of these reasons are related to how their superiors lead. Hasibuan (2011) explains that work discipline does not just arise but arises through the direction given by leaders to employees. Apart from that, other factors were found why they carried out undisciplined actions, such as internet problems, dividing work time with home matters and so on.

According to Hasibuan (2011) leadership consists of three styles, each of which has its own characteristics and characteristics. The leadership styles in question are authoritarian

(autocratic), participative (democratic), and delegative (laissez-faire). Authoritative or authoritarian leadership according to Rivai (in Wandawi, 2018) is also called directive or dictatorial leadership. Leaders give instructions to subordinates, explain what must be done, then employees carry out their duties according to orders from their superiors. Authoritarian leadership uses a power approach in reaching decisions and developing its structure, so that power benefits the most in the organization.

Furthermore, regarding the participative leadership style or known as democratic leadership, Rosanti & Nuzulia (2012) explained that the democratic leadership style has characteristics, for example, deliberative decision making. The communication style is carried out in two directions between employees and leaders, task-oriented, division of work teams according to their fields, and provision of rewards and punishments as desired by employees. Therefore, employees can actually increase their work discipline. According to Siagian (in Nopitasari & Krisnandy, 2014) democratic leader behavior tends to encourage employees to grow and develop creativity and innovation.

Robins & Coulter (2010) stated that the delegative or laissez-faire leadership style is a leadership style that completely gives employees the freedom to complete tasks and make decisions according to their wishes. In line with the opinion expressed by Kartono Kartini (in Kristianto, 2018) that delegative or laissez-faire leadership is not a true leader. Because subordinates are not at all well led, uncontrolled, without discipline, and work according to their own wishes. This delegative or laissez-faire leadership style is an indifferent leadership style that allows employees to do whatever they want to do, leaving employees alone (Hersey & Blanchard, 1995).

Based on the reality obtained from several subjects, facts were obtained that illustrate discipline and also leadership style. Referring to research from Pratama & Fakhri (2017), it is known that the factor that influences employee discipline is leadership style, therefore this research wants to conduct an empirical study regarding the cause and effect relationship that occurs with these two variables.

Research Question

Based on the phenomenon above, the researcher proposed a problem formulation, namely "Is there a relationship between leadership style and work discipline when working from home?"

LITERATURE REVIEW

Work Discipline

Work discipline is an attitude of behavior and actions that are in accordance with company regulations, both written and unwritten (Hasibuan, 2011). Another thing, according to Sutrisno (2017), discipline is the condition or attitude of respect of employees towards company rules or regulations. If these provisions are violated, this indicates that the employee has poor work discipline. On the other hand, if employees obey every decision made by the company, then the employee has good work discipline.

It is difficult for companies to achieve goals if employees do not comply with regulations (Hasibuan, 2011). These regulations are time discipline regulations, discipline in carrying out tasks, and discipline in obeying the rules. One factor that can influence employee work discipline is leadership.

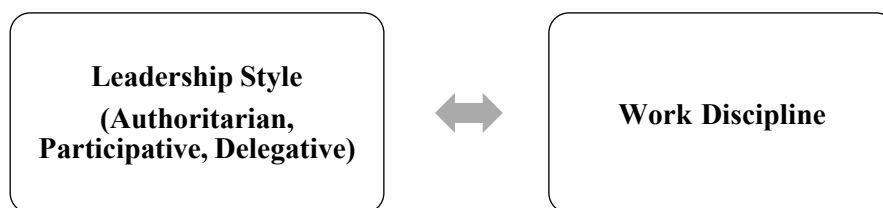
Leadership Style

According to Hasibuan (2011), leadership style is the way a leader influences the behavior of subordinates so they are willing to cooperate and work productively to achieve organizational goals. According to Hersey & Blanchard (1995) leadership style is a number of styles demonstrated by the way a leader behaves which greatly determines the approach taken to influence subordinates. According to Thoha (in Yugusna 2016) leadership style is a behavioral norm used by someone to influence the behavior of other people or subordinates.

According to Hasibuan (2011), leadership styles are divided into three, namely authoritarian (authoritative), democratic (participative) and delegative (laissez-faire). Authoritarian leadership is when most of the power or authority remains absolutely with the leader or if the leader adheres to a system of centralized authority. Decision making and policy are only determined by the leader himself, subordinates are not included in providing suggestions, ideas and considerations in the decision making process. Participative leadership is when leadership is carried out in a persuasive manner, creating harmonious cooperation, fostering loyalty and participation from subordinates. Delegative leadership is when a leader delegates authority to subordinates quite completely. In this way, subordinates can make decisions and policies freely or freely in carrying out their work.

METHODOLOGY

Research Model



Description:

1. IV (Independent Variable): Leadership Style which is also called "X".
2. DV (Dependent Variable): Work Discipline which is also called "Y".

Research Hypothesis

Based on several theories described above, a hypothesis can be prepared. There are 2 types of hypotheses, namely the null hypothesis (Ho) and the alternative hypothesis (Ha). Therefore, the hypothesis in the research is as follows:

1. Ho1: There is no relationship between Authoritarian Leadership Style and Work Discipline in employees who work from home.
2. Ha1: There is a relationship between Authoritarian Leadership Style and Work Discipline in employees who work from home.
3. Ho2: There is no relationship between participative leadership style and work discipline in employees who use the Work from Home system.
4. Ha2: There is a relationship between Participative Leadership Style and Work Discipline in employees undergoing the Work from Home system.
5. Ho3: There is no relationship between Delegative Leadership Style and Work Discipline in employees who use the Work from Home system.
6. Ha3: There is a relationship between Delegative Leadership Style and Work Discipline in employees who use the Work from Home system.

Data Collecting Technique

This research involves employees who use the Work from Home system. The research location is at Taman Tridaya Indah 2, South Tambun, Bekasi Regency, West Java. The sampling method is non-probability sampling where subjects do not have the same opportunity to become research subjects. The non-probability sampling technique used is purposive sampling, this is because the researcher has created special criteria for the research subjects.

The samples in this study were taken for trials as many as 50 subjects and for research as many as 100 subjects with special criteria for research subjects. The subject criteria are as follows:

1. Company employees who live in the RW area. 15 Taman Tridaya Indah Housing Complex 2.
2. Still working with a minimum of 2 years work experience.
3. Work using the Work from Home system.

Data Analysis

The data analyzed in this research was obtained using a work discipline scale questionnaire and a leadership style scale prepared based on theory from Hasibuan in 2011.

Research data analysis uses non-parametric statistical analysis techniques to see the level and frequency of subjects related to the discipline and leadership style applied by their respective superiors. As well as to show what leadership style is the highest and has a positive relationship when working from home in the field. The research results were measured using a Likert scale where the number 1 indicates "Strongly Disagree" while 5 indicates "Strongly Agree".

RESULTS AND DISCUSSION

Based on various tests carried out on the scale test results of the work discipline variable from 32 items after the trial to 26 items which were declared valid, while for the leadership style variable from 36 items after the trial to 25 items which were declared valid.

Reliability is carried out using one measuring instrument with just one measurement, based on the criteria for differentiating power of items according to Periantalo in 2016. And the test results show reliable Cronbach's Alpha for both variables, in this case the leadership style variable and the work discipline variable.

Based on the assumption test, it was carried out using two assumption test methods, namely the normality test with test results showing that the data from the normality test results of authoritarian leadership style on work discipline obtained a significance value (p) of 0.012 for the work discipline scale. This shows that $p < 0.05$. This means that the data is not normally distributed. The results of the normality test show a significance (p) of 0.134 for the authoritarian leadership style scale. This shows that $p > 0.05$. This means that the data is normally distributed.

The results of the normality test for participative leadership style and work discipline obtained a significance value (p) of 0.008 for the work discipline scale. This shows that $p < 0.05$. This means that the data is not normally distributed. The results of the normality test show a significance (p) of 0.118 for the participative leadership style scale. This shows that $p > 0.05$. This means that the data is normally distributed.

The results of the normality test for delegative leadership style and work discipline obtained a significance value (p) of 0.183 for the work discipline scale. This shows that $p > 0.05$. This means that the data is normally distributed. The results of the normality test show a significance

(p) of 0.002 for the delegative leadership style scale. This shows that $p < 0.05$. This means that the data is not normally distributed.

Table 1. Categorization of Work Disciplines

| Value Limits | Categorization | Frequency | Percentage |
|--------------|----------------|-----------|------------|
| < 62,4 | Low | 3 | 5% |
| 62,5 - 98,6 | Currently | 49 | 93% |
| ≥ 98,6 | Tall | 48 | 2% |

Based on the table above, it was found that 3 subjects were in the low work discipline category. This means that the three employees are very undisciplined at work. 49 subjects were in the medium category. This means that they are quite disciplined while working from home. Meanwhile, 48 subjects had high work discipline. This means that employees were very disciplined while working from home.

Table 2. Categorization of Authoritarian Leadership Style

| Value Limits | Categorization | Frequency | Percentage |
|--------------|----------------|-----------|------------|
| < 21 | Low | 0 | 0% |
| 21,1 - 32,9 | Currently | 27 | 97,3% |
| ≥ 33 | Tall | 10 | 2,7% |

Based on the table above, it was found that as many as 27 subjects had superiors with attitudes that characterized a moderately authoritarian leadership style. This means that their leaders are quite characterized by an authoritarian leadership style but not completely. Meanwhile, 10 employees are led by leaders with an authoritarian leadership style. This means that their leaders fully demonstrate and implement an authoritarian leadership style.

Table 3. Categorization of Participative Leadership Style

| Value Limits | Categorization | Frequency | Percentage |
|--------------|----------------|-----------|------------|
| < 18,7 | Low | 0 | 0% |
| 18,8 - 29,3 | Currently | 16 | 76,9% |
| ≥ 29,3 | Tall | 36 | 23,1% |

Based on the table above, it was found that 16 subjects had superiors with attitudes that characterized a moderate participative leadership style. This means that their leaders sufficiently characterize a participative leadership style but not completely. Meanwhile, 36 employees are led by leaders with a participative leadership style. This means that their leaders fully demonstrate and implement a participative leadership style.

Table 4. Categorization of Delegative Leadership Style

| Value Limits | Categorization | Frequency | Percentage |
|--------------|----------------|-----------|------------|
| < 18,7 | Low | 3 | 0% |
| 18,8 – 29,3 | Currently | 8 | 0% |
| ≥ 29,3 | Tall | 0 | 0% |

Based on the table above, it was found that as many as 3 subjects had leaders who tended to characterize a delegative leadership style, but not many. A total of 8 subjects had superiors with attitudes that characterized a moderate delegative leadership style. This means that their leaders are quite characterized by a delegative leadership style but not completely.

Correlation Analysis

Based on the results of the analysis using the Spearman correlation analysis method, it is known that there is a positive relationship between leadership style and work discipline.

Table 5. Correlation Test Results of Authoritarian Leadership Style on Work Discipline

| | | GKO | |
|----------------|-----------------|-------|-------|
| | | DK | T |
| Spearman's rho | DK Correlation | 1.000 | .356* |
| | Coefficient | | |
| | Sig. (2-tailed) | . | .031 |
| N | | 37 | 37 |
| GK OT | DK Correlation | .356* | 1.000 |
| | Coefficient | | |
| | Sig. (2-tailed) | .031 | . |
| N | | 37 | 37 |

*. Correlation is significant at the 0.05 level (2-tailed).

The results of the correlation test that was carried out between the authoritarian leadership style variable and work discipline using Spearman's correlation found a correlation coefficient of 0.356* with a significance value of 0.031 ($p < 0.05$). This means that there is a fairly strong relationship between authoritarian leadership style and work discipline. A positive value on the correlation coefficient indicates that there is a unidirectional relationship between the two variables. This means that there is a fairly strong relationship between authoritarian leadership style and work discipline. A positive value on the correlation coefficient indicates that there is a unidirectional relationship between the two variables. This means that if the authoritarian leadership style is high, then work discipline is high. Likewise, if the authoritarian leadership style is low, then work discipline is low.

Table 6. Correlation Test Results of Participative Leadership Style on Work Discipline

| | | DK | GKPA |
|----------------|-----------------|--------|--------|
| Spearman's rho | DK Correlation | 1.000 | .386** |
| | Coefficient | | |
| | Sig. (2-tailed) | . | .005 |
| | N | 52 | 52 |
| GKPA | DK Correlation | .386** | 1.000 |
| | Coefficient | | |
| | Sig. (2-tailed) | .005 | . |
| | N | 52 | 52 |

***: Correlation is significant at the 0.01 level (2-tailed).

The correlation test between participative leadership style and work discipline is 0.386**, meaning that there is a fairly strong and significant relationship between participative leadership style and work discipline. A positive value on the correlation coefficient indicates that there is a unidirectional relationship between the two variables. This means that if the participative leadership style is high then work discipline is high. Vice versa, if the participative leadership style is low, then work discipline is low.

Table 7. Correlation Test Results of Delegative Leadership Style on Work Discipline

| | | DK | GKDE |
|----------------|-----------------|-------|-------|
| Spearman's rho | DK Correlation | 1.000 | .352 |
| | Coefficient | | |
| | Sig. (2-tailed) | . | .288 |
| | N | 11 | 11 |
| GKDE | DK Correlation | .352 | 1.000 |
| | Coefficient | | |
| | Sig. (2-tailed) | .288 | . |
| | N | 11 | 11 |

The correlation test of delegative leadership style with work discipline shows 0.352 with a significance value of 0.288. meaning, there is a positive and insignificant relationship between these two variables. Thus, the hypothesis which states that there is a relationship between authoritarian, democratic and delegative leadership styles and work discipline in employees who use the Work from Home system is accepted. Meanwhile, the hypothesis which states that there is no relationship between authoritarian leadership style and work discipline in employees who use the Work from Home system is rejected.

CONCLUSIONS

Based on the results of the research and discussion carried out, the author can draw the following conclusions:

1. Authoritarian, democratic and laissez-faire leadership styles have a positive relationship with work discipline in employees who use the Work from Home system.

2. Participative leadership style has a higher positive relationship than authoritarian or laissez-faire leadership styles. This is shown by the percentage of subjects led by participative leadership who have good work discipline.

Suggestion

1. For employees who work from home, it is best to accept the work situation as normal, so they can work with more discipline
2. Future researchers are expected to look for further phenomena that are more developed in their time by describing each variable and using well-conducted observation and interview methods.
3. Future researchers can pay attention to other factors that influence work discipline so that it is in accordance with existing phenomena.
4. Leaders with a participative leadership style still maintain their way of leading because they are sufficient to discipline employees.

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