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## The Influence of Leadership Style, Workload and Work Discipline on Employee Productivity RKM Ahmad Yani Branch

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**Abstract:** The purpose of this study is to determine the effect of leadership style, workload and work discipline on the productivity of Employees at the Building Store of Ahmad Yani Branch, both partially and simultaneously. The population in this study was all employees at the Ahmad Yani branch of RKM building store, with a total of 40 employees. SampWork Environmental Engineering used in this study is a non-probability Work Environmental technique. The method used in this study is Quantitative Method with data collection techniques used is interview and distribute questionnaires to respondents. The data analysis technique used is double linear regression with SPSS program. The results of the study concluded that: (1) the dreaming style has a significant positive effect on productivity. (2) the workload has a significant effect on productivity. (3) the work discipline has a positive and significant effect on productivity. (4) In simultaneous testing of leadership styles, workloads and work discipline have a positive and significant influence on employee productivity in the building store of Ahmad Yani branch. The magnitude of leadership style, workload and Work Discipline is shown by the Adjustable R Field value of 79.9% and the remaining 21.1% are affected by other variables not examined in the study.

**Keyword:** Leadership Style, Workload, Work Discipline, Employee Productivity

### INTRODUCTION

Human resources are resources that have reason and feelings. The potential of human resources is an effort of an organization in achieving goals. With technological advances, human resources still have an important role and cannot be ruled out because human resources (HR) have an important role in carrying out operational activities so that the role of humans cannot be ignored (Aziz et al., 2021). And influence an organization to achieve its goals.

In a company, each division must be able to manage and optimize existing human resources, so good human resource management is needed to support the achievement of organizational goals. Managing human resources in an organization has a function, namely human resource management. According to Hasibuan (2019: 10), the science or art of regulating the role and relationship of labor in order to help realize the goals of the company,

employees, and society effectively and efficiently, namely human resource management (Widodo, 2023b).

According to Ihza et al. (2023) In simultaneous testing, job description, work training and work experience together have a positive and significant effect on employee productivity of PT XYZ. The determination coefficient indicates that job description, work training and work experience are able to explain the contribution of the influence of job description, work training and work experience on employee productivity of PT XYZ, which is 70.8%, while the remaining 29.2% are affected by other variables that are not checked.

Workload is something that must be found in a company related to a person's burden to complete the instructions and demands received. According to Vanchapo (2020: 1), workload is a series of activities that must be completed by an individual within a certain time. The leadership style in a company is assessed from the characteristics of the leader in making instructions to be carried out by employees, each characteristic has its own advantages and disadvantages (Zainal et al., 2019). One of the feedback that can improve the performance of human resources is the leadership style describes the consistent philosophy, skills, traits and attitudes that underlie a person's behavior. With the existence of different leadership styles in a company and the comparison between one leader and another, it is certainly different in all forms of nature, character, habits, and personality, so that the style and behavior will certainly not be the same between leaders, and it is the leadership style that will be carried out to achieve organizational goals that have been mutually agreed upon (Kahfi et al., 2022). According to Riva'i (2014: 42) states that Leadership Style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017). A leadership style that shows, directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is a behavior and strategy, as a philosophy, skill, trait, attitude, which a leader often applies when he tries to influence the performance of his subordinates. The factor that affects employee performance is Leadership Style (Taurisa, 2015). This has a very strong and positive effect on employee performance.

Based on the results of this study by Limbong and Jaya (2024) showed that work discipline affects the employee manufacturing of CV.XYZ employees. This statement is evidenced by the results of the coefficient of the determinants of the division indicates that the work discipline contributes 3.5%. The results of the educator level correlation coefficient have a relationship with the productivity of 0.186 or 18.6% which means there is a lace relationship. Due to the value of positive correlation, it means that if the discipline is high, productivity will increase.

The phenomenon that occurs at RKM Ahmad Yani today is a decrease in employee productivity. Maximum leadership style and comfortable work discipline are expected that the productivity produced by employees can continue to increase so that company goals can be achieved. Increased knowledge, skills, changes in attitude, behavior, correction of performance deficiencies are needed to improve performance and productivity through leadership style, workload and company work discipline.

It is necessary to pay attention to various factors that can affect employee productivity, in this case it is necessary to have an organizational role in increasing productivity by creating work properly and correctly, where the implemented program is made according to the needs of the organization. According to Taurisa, (2015), the aim is to encourage and improve the creation of professional attitudes and actions and high integrity in completing work in accordance with their respective fields and responsibilities and abilities (Lutfi, A. R., & Widodo, 2018).

Research conducted by Herdiana (2016), which states that leadership style affects employee productivity. According to Thoha, (2017: 310), every leader basically has different traits or behaviors in leading his subordinates. Leadership style is a pattern of behavior of the person when trying to influence the activities of others. In accordance with research conducted by Ferry Hardian, Kusdi Raharjo and Moch. Soe'oed Hakam (2015) which states that leadership style affects employee productivity. In this case, the role of the leader is expected to provide solutions so that employees remain focused on working and contribute more to the company (Latuconsina et al., 2019). If a leader does not have the ability to lead, then very complex tasks and problems cannot be done properly. Organizational leaders can influence behavior by creating organizational systems and processes that suit their needs, both individual needs, group needs, and organizational needs (Widodo & Silitonga, 2017).

According to Awan and jaya research (2024) there are findings that reveal a paradox related to the relationship between education, compensation, work-life balance with labor turnover (Widodo, 2023a). Although individually, increased levels of education, compensation, and work-life balance are positively and significantly correlated with increased labor turnover, this phenomenon demonstrates complex dynamics in employees' decision to remain or leave work. CV Rinjani needs to conduct further analysis to understand the underlying factors of this paradox, as well as develop holistic strategies for managing and minimizing turnover rates, taking into account the unique needs and dynamics within their organisations (Silitonga et al., 2017).

So important is the role of the leader, so the leader needs to provide serious guidance to his employees in order to increase high productivity. Based on the background that has been described, researchers are interested in conducting research with the title The Effect of Leadership Style, Workload and Discipline on the Productivity of Ahmad Yani Branch RKM Employees.

Based on research conducted by Nuraeni et al. (2024) women's leadership has a positive and significant effect on Decision Making, the leadership of a person in an organization is very large in every decision making, so making and taking responsibility for the outcome is one of the duties of the leader. Decision making in behavior review reflects the karak-ter for a leader. Decision Making positive and significant influence on HR Empowerment, Empowerment includes improvement of policy of nine decision-making from employees. This defiles the more power-to-employment implemented in employees, the more appropriate decision-making. Women's leadership has a positive and significant influence on HR empowerment and women's leadership (X) and decision making (Y) simultaneously affect HR empowerment (Z)

## METHOD

This research uses quantitative methodology. According Sugiyono (2018: 23) defines quantitative methods as research techniques based on positivist ideology that are applied to research certain populations or samples. Research instruments are used to collect data, and quantitative or statistical methods are used to analyze the findings. The main objective is to characterize and evaluate previously developed hypotheses.

In this study, using quantitative methods with descriptive and verificative approaches, because the research process uses descriptive, namely the sentences arranged in a questionnaire or result of interviews with target informers, the purpose of this study is to know the effectiveness or influence of leadership style, workload and work discipline on the productivity of employees at the company of the company Ahmad Yani branch.

The main problems studied are Leadership Style (X1), Workload (X2), and Work Discipline (X3) as independent variables, Works Productivity as dependent variables (Y). The data sources used in this study are: (1) The main data obtained from the filling of the employee questionnaire of the Work Environment on leadership style, workload, workload, work

discipline, and employee productivity filled by employees of the Ahmad Yani branch (2) Secondary data obtained from literature and journal sources and previous studies results related to leadership style, workload, and work discipline on employee productivity.

The techniques used to collect data in this study are as follows: 1) Interviews, conducted by interviewing managers and employees on matters related to the problem being studied and the object of research; 2) Both Work, done by asking questions about the style of finance, workload and work discipline towards the productivity of employees who have been prepared in writing by distributing questionnaires and filled by employees at the Ahmad Yani; and 3) branch. Documentation, collecting documents from reliable sources and collecting information from important records of Ahmad Yani branch.

## RESULTS AND DISCUSSION

### Results

#### Multiple Linear Regression Analysis Results

Some linear regression analysis is used to look at the effects of leadership styles, workloads and work discipline on the productivity of employees of Ahmad Yani branch. The results of double linear regression analysis in this study were processed using SPSS 26 software program are as follows:

**Table 1.Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-9,087	6,951		-1,307	0,199		
Leadership Style	0,425	0,099	0,398	4,275	0,000	0,594	1,685
Workload	0,149	0,047	0,226	3,149	0,003	0,999	1,001
Work Discipline	0,556	0,092	0,564	6,052	0,000	0,594	1,685

a. Dependent Variable: Productivity

Source: Primary Data (2024)

Based on the table above, it can be seen that the multiple linear regression equation is as follows:

$$Y = -9.087 + 0.425 X_1 + 0.149 X_2 + 0.556 X_3 + e$$

- 1) Constant value = -9.087. The constant value shows that if the independent variable (Leadership style, Workload, and Work Discipline) is considered zero, then the dependent variable (Job Satisfaction) is worth -9.087.
- 2) Coefficient value (b1) = 0.425. The coefficient value shows that the leadership style variable has a very large positive effect compared to the others and is significant, meaning that if the leadership style is reduced by 1 unit, then Pr will increase by 0.425 units.
- 3) Coefficient value (b2) = 0.149. The coefficient value indicates that the Workload variable has a positive and significant effect, meaning that if the Workload is reduced by 1 unit, productivity will increase by 0.149 units.
- 4) Coefficient value (b3) = 0.629. The Coefficient Value Shows That Variable Work Discipline Has a Positive And Important Second Effect, which means that if the Work discipline increases by 1 Unit, productivity will increase by 0.629 Units

#### Coefficient of determination (R<sup>2</sup>)

Determination coefficient is used to measure or determine part of many changes that occur in dependent variables described or determined by independent variables. The results of the determination coefficient in this study can be seen in the table as follows:

**Table 2. Results of Coefficient of Determination**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0,902 <sup>a</sup>	0,814	0,799	2,590	0,814	52,661	3	36	0,000	2,234

a. Predictors: (Constant), Work Discipline, Workload, Leadership Style

b. Dependent Variable: Productivity

Source: Primary Data (2024)

Based on the top table 2, it can be seen that the determination coefficient indicates the number of Adusjted R Square 0.799, this means that the effect can be explained by independent variables (leadership style, workload and Work Discipline) on dependent variables (productivity) is 79.9%. The remaining 20,% is described by variables that are not examined in this study.

### T Test

Hypothesis testing in this study was conducted at a significant rate of 0.05 or 5% and the table value was calculated using the formula  $df = nk-1$ , i.e.  $df = 40-4-1 = 35$  so that the table was 1,690.

**Table 3. T-Test Results**

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance
Model		B	Std. Error	Beta				
1	(Constant)	-9,087	6,951			-1,307	0,199	
	Leadership Style	0,425	0,099	0,398		4,275	0,000	0,594
	Workload	0,149	0,047	0,226		3,149	0,003	0,999
	Work Discipline	0,556	0,092	0,564		6,052	0,000	0,594

a. Dependent Variable: Productivity

Source: Primary Data (2024)

Based on table 3 above, the following conclusions can be drawn:

- 1) First Hypothesis: Testing hypothesis of leadership style variable (X1) on productivity (Y) through the calculation results that have been obtained that  $t$  calculates  $< t$  table ( $4,275 > 1,690$ ) and with a significant rate of 0.05, i.e. ( $0.00 < 0.05$ ) It states that leadership style variables have partially positive and very significant effects on employees at the Ahmad Yani branch building store.
- 2) Second Hypothesis: Testing the variable hypothesis of Workload (X2) on productivity (Y) through the calculation obtained that  $t$  table ( $3.149 > 1.690$ ) and with a significant rate of 0.05, i.e. ( $0.003 > 0.05$ ) Variable Workload has a positive and significant effect on Employees at the Ahmad Yani branch building store.
- 3) Third Hypothesis: The Work Disciplinary Variable Testing Hypothesis (X3) on productivity (Y) through the calculation results obtained that  $t$  tables ( $6,052 > 1,690$ ) and with a significant level of 0.05, i.e. ( $0.000 < 0.05$ ) It states that the Work discipline variable has a positive and significant effect on Employees at the Ahmad Yani branch RKM building store.

### F Test

In this study, the F test was carried out by comparing the calculated F value with the F table value at a significance value of 0.05 (= 5%).



**Table 4. F Test Results**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.060,043	3	353,348	52,661	0,000 <sup>b</sup>
	Residual	241,557	36	6,710		
	Total	1.301,600	39			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Work Discipline, Workload, Leadership Style

Source: Primary Data (2024)

Based on the table above, it can be seen that the calculated F value is 52,661. F table with  $df_1=3$  and denominator level is 36, then table F is 2.86, meaning that  $F_{\text{count}} > F_{\text{table}}$ , which is  $62,446 > 2.86$ . Important value  $0.000 < 0.05$ , then in F test can Hypothesis Fourth in this study, namely leadership style, workload, and Work Discipline simultaneously on employee productivity at the building store of Ahmad Yani branch.

### 1. The influence of leadership style on productivity in the building shop of Ahmad Yani branch RKM

Based on the results of the study conducted by testing, the variable leadership style tested in part of the product table value is  $4.275 > 1,690$  and with a significant level of 0.05, which is  $0.000 < 0.05$ . It is stated that the leadership style variable has a positive and significant effect on employee productivity in the building store of Ahmad Yani branch. It is stated that the leadership style variable has a positive and significant effect on employees at the building store of Ahmad Yani branch.

The results of this study support previous research conducted by the lili indrawati & Etti Ernita Sembiring (2020) entitled the influence of leadership styles on employee productivity in local governments that stated that compensation has a significant positive effect on productivity which means that leadership styles given by local governments are good and can improve productivity.

### 2. The influence of the workload on productivity in the building shop of Ahmad Yani branch RKM

Based on the results of the research conducted by testing, the variable Workload tested partially resulted in the value of  $t_{\text{count}} > t_{\text{table}}$ , which is  $3.149 > 1,690$  and with a significant level of 0.05, which is  $0.003 < 0.05$ . It is stated that the Workload variable has a positive and significant effect on employee productivity in the building store of Ahmad Yani branch. Saying that the Workload variable partially has a positive and significant influence on Employees at the building store of Ahmad Yani branch.

This study differs from previous research conducted by Ariani, et al (2020) under the title train rotation, disipline work, and free working productivity productivity works indicates that the workload with the acquisition of the t-calculation figure  $3,861 > 1,681$  t-table and significance of  $0.000 < 0.05$ . Variable rotation of office, work discipline and workload with f-calculation of  $56,249 > 2.82$  f-table with significant levels of  $0.000 < 0.05$ , and job discipline rotation, and workload have a significant effect on work productivity.

### 3. The influence of work discipline on productivity in the building store of Ahmad Yani branch

Based on the results of the research conducted by testing, the variable of the Work discipline tested partially resulted in the value of t table, which is  $6,052 < 1,690$  and with a significant level of 0.05, which is  $0.000 > 0.05$ . It is stated that the variable Work discipline partially has a positive and significant effect on employee productivity in the building store of Ahmad Yani branch.

The results of this study are in line with previous research conducted by Francisca Elsy Mulandoro & Eso Hernawan (2021) entitled the working, works of work, and motivation of working work, and motivation of productivity work work of cv. rahayu electric results in the work discipline obtaining a value of 4,694 has a significant value of 0,000 below 0.05 then  $H_0$  was rejected and  $H_2$  was accepted which states that partially there is an impact of Work Discipline ( $X_2$ ) on Work Productivity ( $Y$ ) Simultaneous test results obtained a value of 0,000 with a significance of  $0.000 < 0.05$  and also  $F_{hitung} > F_{table}$  or  $22,068 > 2.90$ .  $H_0$  is rejected and  $H_a$  is accepted, meaning leadership style, work discipline and work motivation impacts employee productivity at CV. Rahayu Electric.

#### **4. The influence of leadership style, workload, and work discipline on productivity in the building shop of Ahmad Yani branch**

Based on the results of the F test conducted in this study, the calculated F value is  $F_{count} > F_{table}$ , which is  $52,661 > 2.86$  with a significance value of  $0.000 < 0.05$ . So it can be concluded that leadership style, workload and Work Discipline simultaneously affects the productivity of Employees in the building store of Ahmad Yani branch.

The results of this study are in line with previous research conducted by Yulia, Sundari Nurta (2019) entitled the gaya peppine, disipline work and freend and freend productivity pt maidah rekajaya padang, the results of hypothesis test together (Test F) Leadership Style, Work Discipline and Workload have a positive and significant effect on Employee Productivity of 70.8% and the remaining 29.2% were affected by other variables outside the study. Finally the author advises the management of PT Maidah Rekajaya Padang to maintain the workload because it has a dominant influence on productivity.

## **CONCLUSION**

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. There is a positive and significant effect of leadership style on employee productivity at Ahmad Yani branch building store where leadership styles have a significant rate of 42.5% of comparison variables studied by researchers.
2. There is a significant influence between the workload on employee productivity in the Ahmad Yani branch of RKM building store, 14.9% of the influence on the productivity of workload has a small influence and the RMK must maintain it.
3. There is a positive and significant influence from the work discipline on employee productivity in the building store of Ahmad Yani branch, a huge influence among the variables that researchers carefully 55.6%, RKM must improve the discipline of employees who are less.
4. There is a positive and significant influence of leadership style, workload and Work Discipline on Employee productivity in the building store of Ahmad Yani branch of 79.9% simultaneously against productivity variables.

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