EFFECT OF WORK DISCIPLINE, WORK STRESS AND LEADERSHIP ON EMPLOYEE PERFORMANCE PT PD PAJA PINANG MEDAN

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ABSTRACT

The purpose of this study was to examine and anaIyze the effect of work discipline, work stress and leadership on empIoyee performance at PT PD Paja Pinang Medan. Employee indiscipline in following the provisions of working time and attendance has an impact on the high level of absenteeism and tardiness of employees working in the company. Work stress experienced by employees is caused by workload that is too much, pressure from superiors to always finish work on time and employee supervision that is too tight resulting in high levels of employee turnover in the company. Employee performance has decreased and has an impact on the non-achievement of sales targets for Crude Palm Oil and Palm Kernel. The population was 146 employees and the sampIe in this study was 107 employees. The research method uses muItiple Iinear regression anaIysis techniques. The calculation result of hypothesis testing partially obtained tcount> ttable or 4.504> 1.983 means that partially Work Discipline, Job Stress and Leadership have positive and significant effect on the Performance of EmpIoyees of PT PD Paja Pinang Medan. the results of the test obtained the caIculated F vaIue (21,658)> F tabIe (2.69) and a significance probabiIity of 0, 000 < 0. 05, meaning that simultaneous Work Discipline, Job Stress and Leadership have positive and significant effect on EmpIoyee Performance of PT PD Paja Pinang Medan.

Keywords: Work Discipline, Job Stress, Leadership, Employee Performance

INTRODUCTION
1. Background
Human resources are the main part of an agency that becomes an active planning and participant in all organizational activities to support the company in achieving company goals[1]. PT PD Paja Pinang Medan is a company engaged in the production and sale of oil palm. Based on preliminary surveys that there is a decrease in the ability of employees to work, reflected by not decreasing accuracy and timeliness in completing tasks that have an impact on not achieving the target of the company PT PD Paja Pinang Medan. Work discipline plays an active role in decreasing employee performance. Where employees at PT PD Paja Pinang Medan have low work discipline as seen from the level of absenteeism and employee delays and the number of employees tends to violate the applicable company rules. PT PD Paja Pinang Medan employees experience work stress at work in this company. Employee work stress is caused by a management system that is too unclear, an irregular job description, a work environment that is not yet comfortable for many employees and so on. This triggers employees to experience stress at work which results in high employee turnover. The leadership of PT PD Paja Pinang Medan has not been able to encourage or motivate employees to work more actively, effectively, efficiently and

optimally when doing their jobs and responsibilities. And also, the employer who applies and acts discriminatory towards all employees in providing sanctions or duties. This triggers employees not too satisfied with PT PD Paja Pinang Medan's supervisor. discipline is a level of obedience to regulations and is willing to accept punishment if violating regulations in such discipline[2]. Discipline tries to overcome errors and negligence caused by lack of attention, tardiness and disability. Discipline is a management activity to carry out organizational standards[3]. Based on this understanding, work discipline can be interpreted as compliance and self-awareness of the rules or norms that apply to the company[4]. There are measures that can affect an employee's level of discipline, including purpose and ability, leadership, reply services, occurrence, beware, Sanctions, assertiveness, and human relations[4]. Work stress is a feeling of stress experienced by employees in facing their work[5]. Stress is a dynamic condition in which a person is confronted with confrontation between opportunities, obstacles or desires he wants and his perception is uncertain and important[6]. It can be concluded that work stress is a dynamic condition that an employee can feel a sense of pressure outside the limits of his ability when doing work and his responsibilities to the organization [7]. There are indicators that are used when measuring stress levels, namely, Physiological symptoms, psychoIogical, and the symptoms of my fairy[8]. Leadership is the ability of leaders in influencing, motivating, encouraging and facilitating the activities of all human resources in order to provide the best commitment and contribution for the achievement of organizational goals [9].Leadership is the process of leading a group and influencing

the group's attainment [10]. Based on these explanations, the bias is concluded that leadership is a process of influencing, directing and encouraging someone to work so as to achieve company goals [11]. In this research, researchers refer to the latest research reviews namely:

Table 1 Lastest Research

No	Researcher	Judgment Research	Research Variety	Research result
1.	Rahmayanti dan Afandi (2014)	AnaIisis Effect of Leadership, Motivation, Work Environment, and Discipline on Employee Performance (Case Study: Operator Weing 1A, PT XYZ Motor)	Variable: X1 = Leadership X2 = Motivation X3 = Work Environment X4 = Copyability Y = Employee Performance	Based on the research, leadership, motivation, environment and discipline in parsiaI and simuItan variables have positive and significant impacts on employee performance.
2.	Nugroho (2016)	The Effect of Organizational Commitment, Achievement Motivation and Leadership Style on the Performance of PT Wangsa Jatra Lestari's Employees	Variable: X1 = Organizational Commitment X2 = Achievement Motivation X3 = Leadership Style Y = Employee Performance	Based on the research, it was found that the variable of organizational commitment, achievement motivation and leadership style in parsiaI and simuItan had a positive and significant impact on employee

No				
				performance.
3.	Wahyuningsih (2015)	The Influence of Leadership Style, Work Motivation, Work Discipline, Work Environment on Employee Performance of PT Sun Star Motor SoIo Head Office	Variables: X1 = Leadership Style X2 = Work Motivation X3 = Work Discipline X4 = Environment Y = Employee Performance	Based on the results of the study, the leadership style, work motivation and environment in a parsiaI and simultaneously have a positive and significant impact on employee performance.
4.	Utami (2015)	The Effect of Leadership, Transaction and Work Stress on Employee Performance at PT PLN (Persero) Area BaIi SeIatan	Variables: X1 = Transitional Leadership X2 = Work Stress Y = Performance	In parsiaI and simuItan transactional leadership and also work stress positively and significantly to employee performance.

Discipline is an effort of employees to carry out their work activities seriously. Work discipline can take the form of time, for example coming to work on time. Then discipline in doing what is assigned to him. Employees who are disciplined can have an impact on performance [12].

METHOD

The approach used in this research is a quantitative approach. Quantitative approach focuses attention on the symptoms which have certain characteristics in human life which are called variants. In the research the quantitative descriptive research method is used. Population is a generalization area which consists of objects or subjects that have the quality and features specified by researchers to study and draw conclusions. The population of this research is 146 employees. SampeI is part of the number and character of the population in the population. The number of samples is 107 employees. The operational definition for each free variable as well as the dependent variable is:

Table 2. Operational Definition and Variable Measurement

VariableI	Definisi	Indicator	Measurement Measurement
Work Discipline (X₁)	Management activities in carrying out organizational standards. Source: Handoko (2016: 208)	1. Service Fee 2. Occurrence 3. Beware 4. Sanctions 5. Source: Handoko (2012: 373-374)	Likert Scale
Stres Kerja (X₂)	The dynamic conditions in which a person is confronted with confrontation between opportunities, requests and obstacles to what he wants and his results are perceived as uncertain and important. Source: Sunyoto (2016: 62)	1. Physiological symptoms 2. PsychoIogical Symptoms 3. The symptoms of my fairy Source: Wahjono (2010: 107)	SkaIa *Likert*

Leadership (X₃)	The process of leading a group and influencing the group in achieving goals. Sources: Robbins and Mary (2013: 146)	1. The level at which organizational team performance is improved and achievement is achieved. 2. Behavior of followers and leader opinions. 3. The role of the leader in the quality of the group process, as felt by followers or by outside observers. 4. The degree to which a person has career success as a leader Source: Wibowo (2015: 24)	
Employee performance (Y)	The results of a process that refers to and is measured in a certain period based on the terms and agreements that have been set before. Source: Edison, et al (2016: 190)	1. Standard 2. Tools and Facilities 3. Competence 4. Opportunities Source: Wibowo (2014:85))	Likert Scale

The validity test is used to find out the items in a list of questions when defining a variable. In the research instrument validity test, the researcher uses the SPSS Version 24.0 program, for Windows uses (Pearson Product Moment Correlation) with the criteria if r count $_{table}$ r $_{table}$, then it is valid whereas if r count $<$r $_{table}$, then it is not valid.

Reliability (reliability) is a measure of stability and answering consistency when answering information relating to the question contract is the dimension of a variable and arranged in a questionnaire. Reliable questionnaire if alpha cronbach is 0.60 and unreliable if $\leq$ 0, 60. "the norm test is aimed at understanding the distribution of data on the variables used in research. Test Chart

Histogram graphs as a comparison between observational data in a distribution which is close to the normI distribution. On the other hand, looking at the histogram graph can also see the probability probIIity pIot graph. Test Statistics The norm of data is seen by the KoImogorov smirnov normI test. If sig> 0, 05 then the normI distribution if sig <0.05, then the distribution is not normI. MuItikolinieritas test is used to determine the presence or absence of independent variables that have similarities between independent variables in a mode. If VIF produces between 1 - 10, multicolonierity does not occur.

The heteroscedaticity test tests for differences in residual variance at one time during another observation period. How to predict heterokedasticity in mode I can be seen in scatterpile images, regressions that do not exist heteroscedasticity if data points are scattered above and below or around numbers, data points do not gather only above or below it, the distribution of dots does not make the wave shift. spread then narrow and also spread again. Heterokedastisitas test was done using the GIejser test, which is to test the level of significance. This test is carried out so that the response of variable X as an independent variable where the value of the unstandadized residual regression is dependent variable. GIejser test criteria are sig. > 0, 05 so there is no heterokedastisitas while sig. <0, 05 then there is

heteroscedaticity. Multiple regression analysis to determine the effect of two or more free variables (X1, 2,3, ..., n) to the dependent variable (Y). The formula is:

$$Y=a +b_1X_1 + b_2X_2 + b_3X_3 +e$$

Information:

Y = Employee performance
$X_{12,3}$ = Free Variables
a = A constant
$b_{1,2,3}$ = regression coefficient
e = *Standar Error* (5% error rate)

The greater the value of R2, the better the mode used. However, it should also be noted that with each addition of X variable in modeI an increase in R2 value will occur, so that later interpretations can occur in determining the best regression modeI. A good mode is one that has a high R2 with a minimum amount of free variant. The simuItan test is the test of all free and overall variances in a modeI. The criteria for the F test hypotheses are:

H 0 is accepted if F count ≤ F table for the significant level α = 5%
H 1 is received when F count> F table for the significant level α = 5%

The parsiaI test is used to determine the impact of each independent variable itself on its dependent variable. With the benchmark of the decision, namely:

H0 is accepted if -t table ≤ t count ≤ t table (at a significant level α = 5%)
H 1 is accepted if t count <- t table or t count> t table (at a significant level α = 5%).

RESULTS AND DISCUSSION

Paja Pinang Group is a national private company. This company is developing as an oil palm industry, where oil palm is a palm oil producing crop which is certainly the largest source of income for the country. The Paja Pinang Group company began with the Minister of Agrarian decree no.SK/II/6/Ka on February 15, 1962 concerning the transfer of Cultivation Rights (HGU) to two national companies, PT Tjipta Makmur and Sumber DeIi, to jointly manage the Paja Pinang rubber plantation, namely plantations. former foreign private Horisson and Crosfield Ltd. where the contract period has expired. The Minister of Agraria with the Decree above decided to submit PT Paja Pinang Medan's HGU of 2.13 8Ha, the above entrepreneurship and this decision began as of March 19, 1962. And marked on the date of PT PD Paja Pinang Medan Group. Therefore, the HGU is one plantation, the company's finances feel difficult to share the HGU, so the two companies agreed to create a body called the Paja Pinang Management Implementation Agency (BP4) aimed at managing the plantation well. The normity test is carried out in order to know the distribution of data on the variables used in the study. Test Statistics Norms can be seen if using the KoImogorov smirnov normI test if:

Sig> 0, 05 so the norm distribution
Sig <0, 05 so distribution is not the norm

Table 3. Normaity Test with Kolmogorov smirnov

		Unstandar ResiduaI
N		107
NormaI Parameter[a,b]	Mean	0E7
	St. Deviation	8.80389607
Most Extreme Difference	AbsoIut	.099
	Positif	.099
	Negatif	-.056
Kolmogrov-Smirnov Z		1.020
Asyp. Sig. (2-taiIed)		.249

a. Test distribution is NormaI.
b. CaIcuIated from data.

Summary: Research Results, 2020 (Data processed)

pointing to the synonymity of 0.249 above> 0.05 that based on the KoImogorov sminov test pointing to the data distribution of norms.
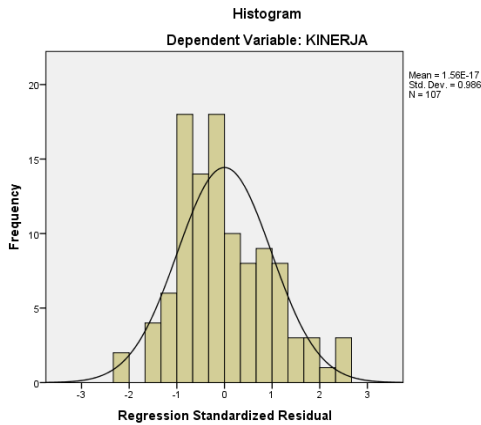

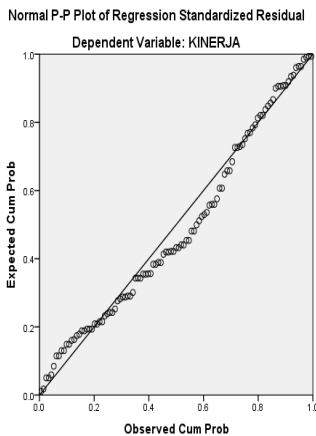**Figure 1**. pointing to the synonymity

Figure 2. PP PLot Normality Test

Source: Research Result, 2020 (Data processed)

Image III.2. Graph of Normality P PIot visible data spread around the diagonaI line, its spread is mostly closer to the diagonaI line. It can be concluded that the data has a normalized distribution. MuItikolinieritas can be seen from the toIerance and VIF values. The following are the results of the MuItikolinearity test, namely:

TabIe 4. MuItikolinearitas Test Coeficients[a]

ModeI		CoIIinearity Statistic	
		Tolerance	V I F
I.	DISCIPLINE	.912	1.096
	STRESS	.899	1.112
	LEADERSHIP	.890	1.123

a. Dependen VariabIe: PERFORMANCE

Source: Research Result, 2020 (Data processed)

Table 4 it can be seen that the value of> 0.1 is while the value of the free VIF variable is <1 0. It can be concluded in the muolinycline test that there is no choreiation between free variables. Heteroscedasticity test to see the difference in residual variance of the observation period and the other observation period. Here's how to see the presence or absence of heterokedastisitas:
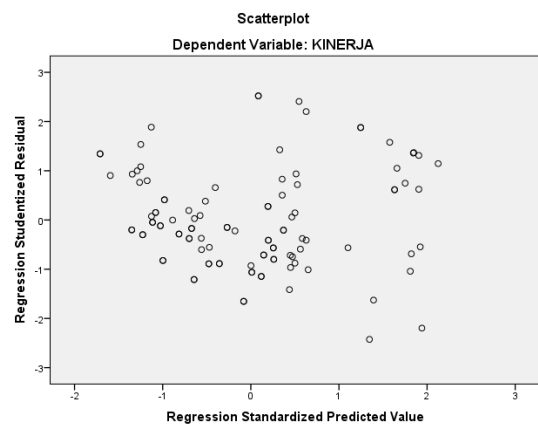

Figure 3. Heteroskedasitas Test

Source: Research Result, 2020 (Data processed) The graph above shows the scattered irregular points both above and below the number noI (0) on the Y axis, and certainly not clustered in one place, from scatterpIot graphs conclude that heterocedasticity does not occur in regression mode.

Table 5. GIetjer Test Coeficients[a]

ModeI	Unstadardized Coeficients		Standadized Coeficients	t	Sig.
	B	Std. Error	Beta		

						.58 5
1	(Constant)	.946	1.726		.548	
	DISCIPLINE	.064	.039	.159	1.640	.104
	STRESS	.064	.039	.162	1.655	.101
	LEADERSHIP	.088	.053	.162	1.651	.102

a. Dependen VariabeI: AB SUT

Source: Research Result, 2020 (Data processed)

Table 5. shows the significant value of work discipline at 0, 104> 0, 05, work stress at 0, 101> 0, 05 and leadership at 0, 102> 0, 05 so that it can be concluded that there is no problem of heteroscedasticity.

RESULT

The hypothesis test used in this research is to use a multiple linear regression analysis. The regression mode used is:

$$Y= 2{,}136 +0{,}314X_1 +0{,}284X_2+0{,}192X_3 +e$$

The explanation for such a linear regression is Constant 2,136, If work discipline, work stress and leadership are constant, the employee's work ability is 2.136. Regression coefficient of work discipline 0, 314. Each increase in work discipline is equal to one unit, thus increasing the employee's work ability by 0, 314 units of the other assumptions of variability. Work stress regression coefficient 0, 284. Each increase in work stress by a unit can increase the work ability of employees by 0.284 units of other assumptions of variability. Leadership regression coefficient 0.192

Each leadership increase of one unit increases the work capacity of employees by 0, 192 units of the other assumptions of variability are unchanged. Coefficient of determination or symbolized as R squared is used to obtain the percentage change in dependent variable (Y) due to the independent variable (X).

Table 6. Determination Coefficient Test Summary Models

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.622[a]	.387	.369	8.93119

a. Predictors: (Constant), LEADERSHIP, DISCIPLINE, STRESS

b. Dependen VariabIe: KINERJA

Source: Research Result, 2019 (Data processed)

Table 6 is the result obtained from conducting a detemination coefficient test seen from the Adjusted R2 value of 0, 369 can be interpreted 36.9%.

Coeficients[a]

ModeI		Unstandadized Coefficient		Standadized Coefficient		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.136	3.067		.697	.488
	DICIPLINE	.314	.070	.364	4.504	.000
	STRESS	.284	.069	.334	4.109	.000
	LEADERSHIP	.192	.094	.166	2.035	.044

a.   Dependent Variable: KINERJA

Source: Research Result, 2019

That the employee's work ability is explained by work discipline, work stress and leadership and the remaining 63.1% is explained by the variable which is not specified in this topic, namely work experience, punishment and rewards. Simultaneous hypothesis testing or also called F test is used so that the impact between the independent variable and the dependent variable is known. In the research, Fcount is compared to FTable with a significant level of a = 5%.

TabIe 7. SimuItan Test Anova

ModeI		Sum of Square	df	Mean Squares	F	Sig.
1	Regresi	5182.707	3	1727.569	21.658	.000[b]
	Residual	8215.910	103	79.766		
	Total	13398.617	106			
a. Dependen Variabel: KINERJA						
b. Predictor: konstan, LEADERSHIP, DISCIPLINE, STRESS						

Source: Research Result, 2019 (Data Processed).

TabeI 7. free degree one or symbolized df1 = k-1 = 4-1 = 3, degree of free two or symbolized df2 = nk = 107-4 = 103, n = number until, k = number of variables, then the value of Ftable at the level of significance of significance 0.05 is 2.69. The result of the test was obtained by Fcount (21,658)> F$_{table}$ (2, 69) and the probability of significance 0,000 <0.05, which means that simultaneously Discipline of Work, Job Stress and Leadership had a good and significant impact on the Employee Performance of PT. PD Paja Pinang Medan. ParsiaL Hypothesis Testing or so-called T Test is used to test whether or not there is a significant impact between the independent variables in parsiaI against the dependent variable.

Table 8. ParsiaI Test (T Test)

Nominal t table for probability 0, 05 in df = 107-4 = 103 which is 1.983. Therefore the results of the T Test are concluded by the result of the T test is the value of t count> t table or 4,504> 1, 983 and significant obtained 0, 004 <0. 05, it is concluded that Ha is received and Ho is not pararchfully rejected Work Discipline Work has a positive or significant and significant impact on PTPD Paja Pinang Medan Employee Performance. Result of T Test, i.e. t count> t table or 4, 109> 1, 983 and significant gained 0, 000 <0, 05, concluded Ha was received and Ho was rejected pararchically

Work stress had a good or positive impact and significant impact on PTPD Paja Pinang Medan Employee Performance. The Result of the T Test is the value of t count> t table or 2, 035> 1, 983 and significant is obtained 0, 044 <0.05, summarized Ha is received and Ho is rejected in parsia The leadership has a positive and significant impact on the Performance of PTPD Paja Pinang Employees Field. The Result of the T-Test, that is t count> t table or 4,504> 1,983 and significant at 0.004 <0.05, concluded that Ha was received and Ho was paraded by the Work Discipline had a positive and significant impact on the Performance of PTPD Paja Pinang Medan employees. The result of the T test is the value of t count> t table or 4.109> 1.983 and significant is obtained by 0.000 <0, 05, it is concluded that Ha is accepted and Ho is not paraded. Work stress has a positive and significant impact on the performance of PT PD Paja Pinang Medan employees. The results of the T-test calculation were calculated t> t table or 2.035> 1.983 and significant were obtained 0.044 <0, 05, concluded that Ha was acceptable and Ho was rejected pararchically Leadership had a positive and significant impact on Kinreja Krayawan PTPD Paja Pinang Medan. According to Sutrisno (2013: 177), the issue of the distribution of workers in the organization, both borderline and subordinate, provides a variety of organizational work capabilities. Stress management is done using certain approaches. Stress management is carried out by organizations that can improve the organization's overall work ability. Leaders who are oriented by relationships tend to perform best in situations that are quite favorable. Certain approaches that deal with stress. The company PT PD Paja Pinang Medan experienced a decline in performance at this company. The decline in the ability of employees to work can have

an impact by not achieving the company's targets that have been determined previously. In the company PT PD Paja Pinang Medan, it was found that the large number of workers who did not come to the company with information on leave, illness, permission or without information concluded that workers had low work discipline and caused the work to not be completed on time. PT PD Paja Pinang Medan employees experience stress at work such as the workload felt by too many employees, pressure from superiors to always be fast at work. This causes employee turnover or work turnover to increase every month. In leadership in this company every month there are plans to have a meeting regarding the discussion of planning, development and problems being faced by the company. The leadership has set the number of meetings that must be held each month, but in reality the leader can cancel the meeting so that problems occur such as production targets are not reached, employee training schedules are postponed, sales targets are not achieved and others. This can make employee work performance decrease because meeting schedules are reduced which causes employees to be less organized.

CONCLUSION

The following are research findings the Result of the T Test for t count> t table or 4,504> 1,983 and the significance was obtained 0.004 <0.05, it was concluded that the Work Discipline had a positive and significant impact on the Kinreja of PT PD Paja Pinang Medan employees. the Result of the T Test for t arithmetic> t table or 4.109> 1.983 and the significance was obtained 0.000 <0.05, concluded with partial Work Stress which has a positive and significant

impact on the Performance of Employees of PT PD Paja Pinang Medan. The Result of the T Test for t arithmetic> t table or 2.035> 1.983 and the significance was obtained 0.044 <0, 05, concluded with partial Leadership having a positive and significant impact on the Performance of Employees of PT PD Paja Pinang Medan. The result is obtained Fcount (21,658)> Ftable (2.69) Significant probability 0, 000 <0, 05, concluded conclusively, Work Discipline, Job Stress and Leadership have a positive and significant impact on the Employee Performance of PT PD Paja Pinang Medan

THANK-YOU NOTE

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