

The Influence Of Leadership Style On Employee Work Discipline With The Application Of Core Values Culture Of 'Akhlak' & Work Creativity As An Intervening Variable At Pt. Xyz Business Unit Building Division

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ABSTRACT: Terdapat fluktuasi signifikan dalam tingkat disiplin pelaporan self-assessment pegawai di PT. XYZ Unit Bisnis Building Division yang bergerak di bidang Jasa Konstruksi, yang mana dalam periode pelaporan yang sama telah terjadi pergantian kepemimpinan sebanyak tiga kali. Penelitian ini bertujuan untuk mengungkap pengaruh gaya kepemimpinan terhadap disiplin kerja pegawai dengan mempertimbangkan Budaya Core Value Akhlak dan kreativitas sebagai variabel intervening. Penelitian ini melibatkan seluruh populasi pegawai (sampling jenuh) di PT. XYZ Building Division dengan jumlah responden sebanyak 133 orang. Data primer dikumpulkan dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui software SmartPLS. Hasil penelitian menunjukkan bahwa gaya kepemimpinan yang dominan di PT. XYZ Unit Bisnis Building Division adalah delegatif partisipatif. Namun, baik secara langsung maupun tidak langsung, gaya kepemimpinan ini tidak terbukti memiliki pengaruh signifikan terhadap disiplin kerja karyawan. Sebaliknya, penelitian ini berhasil membuktikan adanya pengaruh langsung dan signifikan antara gaya kepemimpinan delegatif partisipatif terhadap kreativitas karyawan dan penerapan Budaya Core Value Akhlak.

Kata kunci: Gaya Kepemimpinan, Core Value Akhlak, Disiplin Kerja Karyawan, Kreativitas

ABSTRACT: There has been a significant fluctuation in the level of employee self-assessment discipline reporting at PT. XYZ Building Division, coinciding with three leadership changes within the same reporting period. This study aims to explore the influence of leadership style on employee work discipline, considering Organizational Core Values and creativity as intervening variables. This research involved the entire population of employees (saturation sampling) at PT. XYZ Building Division, with a total of 133 respondents. Primary data was collected and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. The results showed the dominant leadership style at PT. XYZ Building Division was delegative-participative. However, neither directly nor indirectly, this leadership style was found to have a significant impact on employee work discipline. Conversely, the study successfully demonstrated a direct and significant influence of the delegative-participative leadership style on employee creativity and the implementation of Organizational Core Values.

Keywords: Leadership Style, Moral Core Values, Employee Work Discipline

1. INTRODUCTION

Leadership style is a consistent pattern of behavior that is played by leaders when influencing others (Kartono, 2020). A leadership style that is conducive to a company is also a characteristic that can increase the effectiveness and access of the organization to a wider range of skills, abilities and ideas. Although it can also present many risks and opportunities for the organization, certain leadership characteristics of an individual, such as: transformational, democratic, delegative, participatory, authoritarian and Laissez-Faire leadership styles can affect employee behavior in a company (Miftah Thoha, 2020).

Work discipline is defined as an individual attitude of a person's awareness and willingness to obey existing regulations according to applicable norms. Work discipline is also one of the important factors that can determine the success and effectiveness of a company's operations which is also an important aspect that refers to the order, responsibility and quality produced in the world of work, including punctuality, performance, behavior and culture in the workplace. As well as complying with the Company's rules and policies. Where it can also increase productivity, creativity, work quality, in the workplace. In an organization, the implementation of work discipline is not easy, but it is a responsibility that is quite difficult for the process of its implementation. Work discipline is not only important for individual employees, but also for the success of the team and the company as a whole.

Previous research (Fahmy today, 2019) (Biovani et al., 2018), stating that leadership style, work motivation and work discipline together (simultaneously) have a significant effect on employee performance (Wijayanti et al., 2019) (Wulandari et al., 2021). The statement was also reinforced by (Bukit et al., 2019), with the results of his research stating that leadership style affects employee work discipline. In Research (Rosalina & Wati, 2020) It has also been revealed that there is a positive and significant influence between leadership style and work discipline, with the conclusion that the better the leadership style, the better the work discipline and employee performance will increase. This is also evidenced by (Madinatul et al., 2020) and (Salma S., 2019) In his research, it is stated that certain leadership styles applied to employees affect the level of work discipline by producing active, dynamic and directed leadership.

PT. XYZ Building Division, which has been engaged in Construction Services since 2019, has experienced at least three leadership changes that resulted in changes in behavior patterns, as well as employee productivity and creativity as evidenced by changes in patterns and the results of the recapitulation of the Akhlak self-assessment score on the application provided by the Company called 'WEST'. In XYZ Building Division Company led by a Senior Vice President, based on the results of pre-research interviews on 6 employees who acted as Company change agents where each individual represented their respective departments, it was stated that there was a change in the level of employee discipline in the self-assessment reporting. Based on the data of the annual report of Company XYZ Business Building Division unit, the results of the recapitulation of self-assessment reporting of employee morals in 2019 amounted to 57.86% of employees. Meanwhile, in 2020 it was reported that 70.96% of employees were employed. In 2021, the reporting recapitulation showed a significant increase in the number of employee reports, namely 94.74%, who had carried out self-assessment reporting accurately and appropriately. Meanwhile, in 2022 and 2023 it was 87.71% and 86.70% (Purnomo, 2024).

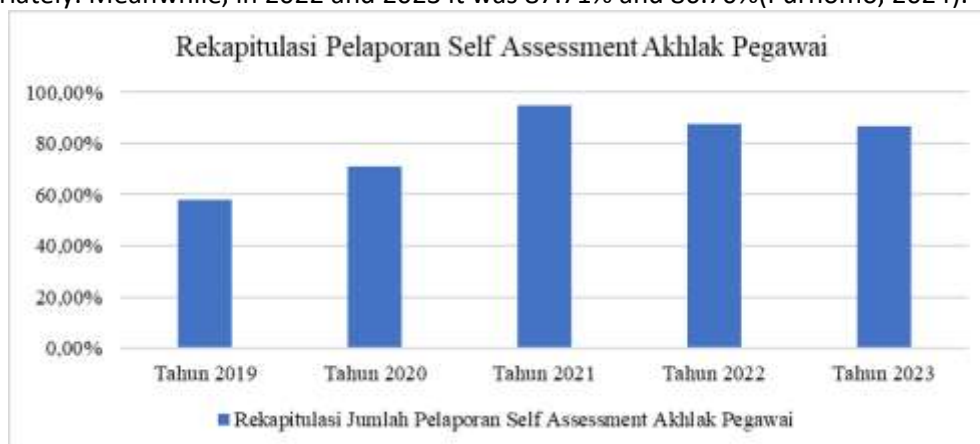


Figure 1. Recapitulation of Employee Self-Assessment Reporting

Referring to the overview of the situation and the study above, the researcher wants to study more deeply by formulating several research questions, namely: (i) Does Leadership Style affect Employee Work Discipline? (ii) Does Leadership style affect employee creativity? (iii) Does Leadership Style affect the implementation of the *AKHLAK Core Value* Culture?, (iv) Is there an influence of the Implementation of *AKHLAK Core Value* Culture on Employee Work Discipline?, (v) Is there an influence of Employee Creativity on Employee Work Discipline?, (vi) Is there an influence of Leadership Style on Work Discipline through the application of *AKHLAK Core Value* Culture?, and (vii) Does Leadership Style affect Work Discipline through work creativity?.

2. METHOD

The research method applied in this study is quantitative, this study uses a survey method, namely the study takes samples from the population and uses questionnaires as a tool to collect data that will be distributed through google forms. The quantitative approach was chosen because of the purpose of the research to explain and test the hypothesis regarding the influence between predetermined variables where each variable has a causal cause-and-effect relationship. There are three types of variables in this study, namely dependent variables, independent variables and intervening variables. The dependent variable, which is the influencing variable, consists of Leadership Style (X). The dependent variable, which is the variable that is influenced by his work discipline (Y). Meanwhile, the intermediate variable / intervening is a factor that affects the phenomenon to be observed but cannot be measured, seen, or manipulated so that the effect on the phenomenon must be inferred from the Free variable and the bound variable (Saifuddin, 2020). The intervening variables in this study are the Application of Moral Core Value Culture (Z1) and Work Creativity (Z2).

2.1 Population and Sample

In this study, the sampling technique used was saturated sampling. This means that the entire research population, namely all employees of Company XYZ Business Unit Building Division except the Senior Vice President as the top leader of the business unit engaged in construction services, will be used as a sample. The characteristics of the respondents will be analyzed based on four variables, namely gender, last education level, position position, and length of service.

2.2 Types and Data Sources

This study uses two main data sources. First, primary data was obtained through surveys and in-depth interviews with experts at Company XYZ. The raw data obtained from this activity will be analyzed to obtain direct information regarding the research objectives. Second, secondary data is collected from various company documents, such as employee performance reports, organizational structure, and the company's vision and mission. This secondary data serves as supporting data to enrich the analysis and provide a broader context to the research findings.

2.3 Data Methods and Analysis

In this study, the researcher uses a method with a quantitative descriptive analysis approach using the Partial Least Square (PLS) analysis technique.

2.4 Model Measurement (Outer Model) & Model Goodness Test (Inner Model)

The outer model is carried out to assess the validity and reliability of the model. Outer model The validity of the measurement model construct in this study was evaluated through several tests, namely convergent validity and discrimination. Convergent validity measures how

well indicators measure the same latent construct, while discriminatory validity measures the extent to which indicators distinguish different latent constructs. The reliability of the measurement model was measured using composite reliability and Cronbach's alpha. To test the overall goodness of the model, several tests were carried out, including the path coefficient test, the determinant coefficient (R-square), and the predictive relevance. These tests aim to assess how well the model is able to explain the relationship between the latent variables in the study. After the model is considered fit, the research hypothesis is tested.

3. RESULT AND DISCUSSION

3.1 Validity and Reliability Test

The results of the validity test on all instruments based on the analysis results, equalizing the Average Variance Extraction (AVE) value for all constructs exceeded 0.5, indicating that each construct successfully distinguished itself from the others. This indicates that the validity of the discrimination has been fulfilled. In addition, the Composite Reliability value for all variables is also above 0.6, indicating that these variables are internally reliable. Cronbach's Alpha value for leadership style and work discipline variables is in the range of 0.6-0.9, indicating a fairly good level of reliability. Meanwhile, Cronbach's Alpha values for the cultural variables of Morals and creativity are in a higher range, indicating excellent reliability.

Overall, the results of the analysis show that the research instruments used in measuring the variables of leadership style, work discipline, moral culture, and creativity have good reliability. Thus, the data obtained from the questionnaire can be relied on to answer research questions.

3.2 R-Square (Coefficient Determinant)

Table 3.1 R-Square Analysis Value

Variable	R-square	R-square adjusted
Y- Work Discipline	0,388	0,364
Z1-Moral Culture	0,316	0,311
Z2- Creativity	0,270	0,264

Based on the table above, it shows that the *R-Square value of the work discipline variable* is 0.388, it can be interpreted that leadership style can explain the work discipline variant by 38%, the rest is explained by other variables outside the scope of the study. Therefore, the influence of leadership style variables on work discipline is classified in the medium category. In the Moral Culture Variable, a value of 0.32 was obtained, from the acquisition of this value, it can be concluded that leadership style can explain the Moral Culture variant by 32%, the rest is explained by other variables that are not studied. Therefore, the influence of leadership style on the Implementation of Moral Culture is classified in the weak category. While for the creativity variable, a value of 0.27 was obtained, from the acquisition of this value, it can be interpreted that leadership style can explain creativity by 27%, the rest is explained by other variables that are not examined in this study. So it can be concluded that the influence of leadership style on work creativity is categorized as weak criteria.

3.3 Q-Square (Predictive Relevance)

Research from goodness of fit states that the Q-Square value has the same meaning as R-Squared in regression analysis. Where it is stated that the Q2 quantity has a value with a range of $0 < Q^2 < 1$, where the closer to the value of 1, the better the model is at explaining the data.

The results of the calculation in this study are explained by the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

$$Q^2 = 1 - (1 - 0,3880)^2(1 - 0,316)^2(1 - 0,270)^2$$

$$Q^2 = 1 - (0,38) (0,46) (0,53)$$

$$Q^2 = 1 - 0,093 = 0,90$$

Based on the results of the calculation above, a *Q-Square* value of 0.90 was obtained so that it can be explained that the model in this study can explain well with a data diversity value of 90%. While the rest is explained by other factors that are outside this research model. It can also be said that this research model has a good *goodness of fit*.

3.4 Hypothesis Testing

To test the significance of the influence between variables, bootstrapping analysis was carried out using SmartPLS 4.0 software

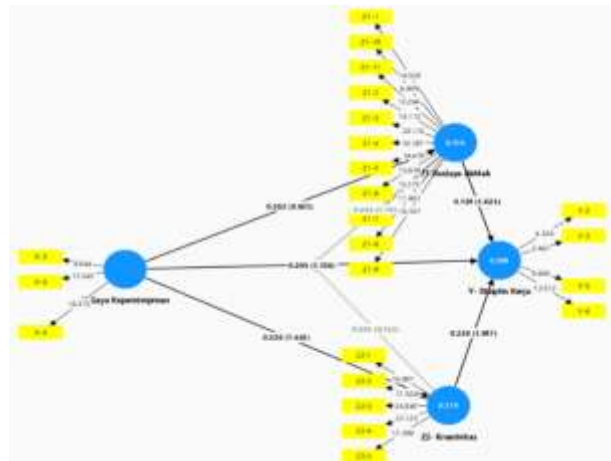


Figure 3.4. **Bootstrapping Leadership Style Variables, Moral Culture Variables, Creativity Variables, and Work Discipline Variables**

The following is a table of calculation of *the result of Inner weights* which presents the calculation of the *hypothesis* value as follows:

Tabel 3.4.1. Result for Inner Weights Hipotesis Research

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
X-Leadership Style -> Y-Work Discipline	0,205	0,205	0,119	1,728	0,084
X-Leadership Style -> Z1-Moral Culture	0,562	0,575	0,058	9,693	0,000
X-Leadership Style -> Z2-Creativity	0,520	0,531	0,070	7,442	0,000
Z1-Moral Culture -> Y-Work Discipline	0,129	0,142	0,126	1,023	0,306
Z2- Creativity -> Y- Work Discipline	0,228	0,227	0,115	1,987	0,047

Z1-Moral Culture x X- Leadership Style -> Y- Work Discipline	0,244	0,236	0,140	1,745	0,081
Z2- Creativity x X- Leadership Style -> Y- Work Discipline	-0,023	-0,025	0,149	0,153	0,879

To test the significance of the relationship between the hypothetical variables, bootstrapping analysis was carried out using SmartPLS 4.0 software. The bootstrapping method was chosen to address the potential problem of data anomalies (Muhson, 2022).

4. CONCLUSION

Based on the results of the research on the influence of leadership style on the work discipline of employees of PT. XYZ by considering the culture of Core Values of Morals and creativity as intervening variables, it can be concluded that:

The leadership style at PT. XYZ tends to be participative and delegative, indicating that employees prefer a leadership style that involves them in decision-making. The results of the analysis show that this leadership style directly and significantly increases employee creativity and the implementation of the Core Value Akhlak culture. However, surprisingly, this leadership style has no direct influence on employee work discipline.

Although high creativity is the result of participative and delegative leadership styles, and contributes to the implementation of the Core Values Akhlak culture, the indirect influence of leadership style on work discipline through these variables is also not significant. Thus, it can be concluded that in the context of this study, leadership style is not the main determining factor in improving the work discipline of PT. XYZ.

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