

The Impact of Leadership and Work Discipline on Employee Performance

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ABSTRACT

Purpose – The purpose of this study was to determine and analyze The Impact of Leadership and Work Discipline on Employee Performance in Setu District

Methodology/approach – The method used is descriptive quantitative with an associative approach. The population of all employees in South Tangerang District, the sample is 61 people, and the technique of the sample is saturated.

Findings – It was found that. The result of this research is that Work Discipline has a significant effect on Employee performance with coefficient regression 0.525, there is a simultaneous significant impact between Leadership and Work Discipline on Employee Performance in South Tangerang District

Novelty/value – This research focus on Employee Performance that influenced by Leadership and Work Discipline. Based on the results of the analysis, it was found that only work discipline variable have the positive impact on employee performance.

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INTRODUCTION

Human resources have a very important role in an organization, because human resources can be one of the factors that are directly involved in carrying out organizational activities and play a role in improving the organization in achieving its stated goals. In an increasingly challenging and complex workplace, practitioners and scholars have recognized the importance of effective human resource management for individual performance and subsequently for organizational success (Cesário & Chambel, 2017). This research has also suggested that organizations can promote human resource practices that are oriented towards commitment to achieving organizational goals and producing good quality work.

Organizations that succeed in achieving their goals will also depend heavily on their leaders. Leaders who are able to carry out their duties well, it is very likely that the organization will achieve its goals. Leadership style is often considered the most important factor of organizational success or failure. Leadership is the bone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person

needs to think about his leadership. A person who occupies a position as a leader or managerial in an organization plays a very important role. It is not only internally for the organization but also in front of various parties outside the organization which all intended to improve the ability of the organization in achieving its goals (Reinke, 2003). Furthermore, Siagian argues that leadership is the core of management because the leader is the driving force for human resources and other natural resources (Sondang, 2012). Leadership, is an aspirational force, a force of morale, and a creative.

What is no less important, apart from leadership, is job discipline. For organizational growth, discipline is very important, it is mainly used to encourage workers to be able to discipline themselves both individually and in groups in carrying out work. Discipline is a feeling that he is obedient and obedient to the ideals that his duty is assumed to be. Discipline is both an individual and a community that ensures compliance with orders and takes the initiative to take the appropriate steps in the absence of orders (Malayu SP, 2015). The phenomenon of employee discipline problem based on preliminary survey result, the researcher get information about employee discipline attitude through head of South Tangerang District mention that a number of staff still behave not discipline like come not on time, there are still employees who leave attendance to colleagues if still on the way to the office. Many employees do not attend the morning apple on national days and leave the office during working hours. Then the habit that has been entrusted among employees who often add holiday time for example during the holidays with a variety of reasons. The tendency of decreasing the productivity of an agency is one of them caused by the behavior of the employees who are less discipline, which is shown by the behavior that often skipping, sleeping during working hours, or returning home from work hours (Sri et al., 2016)

In accordance with the formulation of the research problem, this study aims to know, review and analyze: 1) The impact of leadership to employees' performance in South Tangerang District, 2) The impact of work discipline on the employees' performance in South Tangerang District, 3) The impact of leadership and discipline to the employees' performance in South Tangerang District.

LITERATURE REVIEW

Leadership

Leadership is one of the factors to develop an employee's performance. Indeed, leadership is the behavior of a leader in supporting, affecting the morale of subordinates. Generally, each leader always expects their subordinates to have the capability and willingness to carry out and complete the chore at hand correctly (Sumaryo et al., 2015). Furthermore, the process also requires proper supervision to minimize or correct errors by the leader to achieve the goals. Thus, leadership serves as a tool to guide, lead, build, motivate work, move the organization, build communication networks, provide efficient supervision, and bring followers to the targets. Leaders are pioneers as people who are willing to step into the unknown. A leader is a person who has skills and advantages, especially skills and advantages in one field. So that he is able to influence other people to come together to carry out certain activities, in order to achieve one goal or goal.

Work Discipline

According to Hasibuan (Malayu SP, 2015), work discipline is an attitude of awareness and willingness of employees to obey all the rules and norms that apply within a company. The word discipline itself comes from the Latin (discipline) which means "practice or education of decency and spirituality as well as the development of "charity" from the definition it is clear that the direction and purpose of discipline is basically "harmony" and "fairness" of group or organizational life, both formal and non-formal organizations. Harmony or fairness of the life of the group or organization can only be achieved if the relationship between members of the group or organization is only possible if the relationship between members of the group or organization is carried out in proportions or balances based on mutually agreed measures and values. with full awareness

Employee Performance

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him/her (Anwar Prabu, 2017). According to Rivai (Rivai Zainal & Ahmad, 2008), performance is a real behavior exhibited by an individual as work performance produced by employees in accordance with their role in the company.

The relationship of leadership to employee performance

According to previous research from Oktora (Oktora et al., 2020) the influence of leadership and organization culture on the employee performance of Yayasan Ibnu Umar, Ciputat – Tangerang Selatan. The results of their research indicate that leadership has a positive and significant effect on employee performance. From the explanation above, the relationship between leadership and employee performance can be seen. Employees will work hard if directed by the leader

The relationship between work discipline and employee performance

According to previous research from (Syamsuddin et al., 2021) The Effect of Compensation and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable. The results of the discussion resulted in data that work discipline had a significant simultaneous effect on the performance. From the explanation above, the relationship between work discipline and employee performance can be seen. Leaders who manage the arrival and delay of employees properly will produce good employee performance

Research Framework

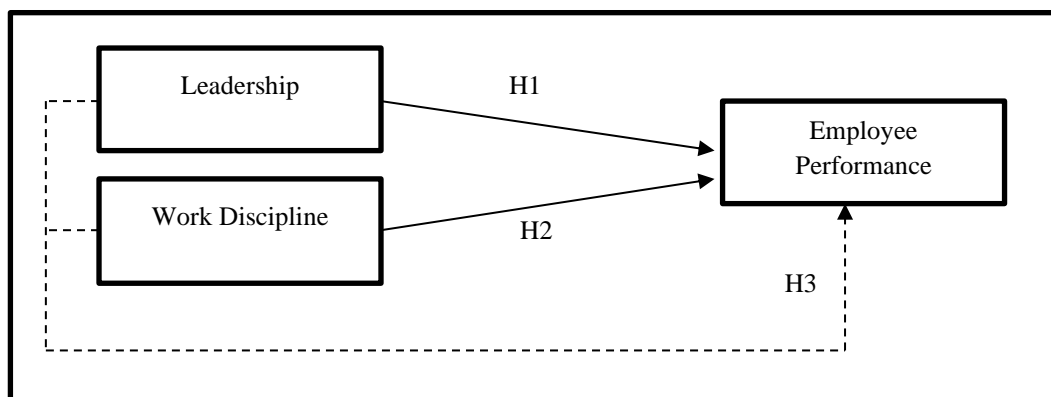


Figure 1 Research Framework

Based on the conceptual framework above, we establish the following hypothesis for empirical verification in the context:

H1: There is positive relationship between Leadership and Employee Performance

H2: There is positive relationship between Work Discipline and Employee Performance

H3: Interaction between Leadership and Work Discipline affects Employee Performance

METHOD

Based on the purpose of the research conducted, this research is an explanatory research using quantitative research technique. The design for data collection uses a survey approach, that is a form of research conducted to obtain facts about the phenomena that exist in in Setu District. This research is a descriptive survey and a four–part questionnaire based on Likert’s scale is designed to collect the needed information. The questionnaires were distributed among the statistical sample of all four research organizations and some of the respondents were contacted face–to–face in the time of filling their questionnaires in order to remove the ambiguities and answer as many questions as possible. Participation in the survey was voluntary, and no financial rewards were given. All survey procedures and data were assured for confidentiality. The collected surveys had 61 usable responses.

In this research three questionnaires were used to collect the data that these questionnaires were adjusted based on Likert scale ranging from 1 to 5. The first questionnaire was to evaluate the Leadership and included 10 questions; the second questionnaire was to assess the Work Discipline and involved 10 questions; and the third questionnaire was to assess the Employee Performance and included 10 questions. Table 1 indicates questions related to different aspects of three variables of the Leadership, Work Discipline and Employee Performance.

Table 1. Dimensions of Leadership, Work Discipline and Employee Performance

No	Dimensions of Leadership	The Number of Questions	Dimensions of Work Discipline	The Number of Question	Dimensions of Employee Performance	The Number of Question
1	Idealized Influence	1-2-3	Purpose and Ability	1-2	Quality of work	1-2-3
2	Inspirational motivation	4-5	Leadership Examples	3	Work quantity	4-5
3	Intellectual stimulation	6-7	Penalty Sanctions	4	Reliability	6-7-8
4	Individual consideration	18-9-10	Assertiveness	5-6	Attitude	9-10
5			Justice	7		
6			Attached Supervision	8		
7			Human Relations	9-10		

RESULT AND DISCUSSION

The detailed sketch on demographic properties of the respondents is given in Table 2.

Table 2. Respondent’s Profile

Categories (n=61)	Frequency	Percentage (%)
Gender		
Male	42	69
Female	19	31
Age (in years)		
Below 30	49	80
30-40	11	18
41 and above	1	2
Education		
Undergraduate	7	11
Graduate	41	68
Post Graduate	13	21
Work Experience		
0-4	42	69
5-8	12	20
9 and above	7	11

Validity and Reability

This research began with item analysis to improve the quality and accuracy of questionnaire items. Furthermore, this research measured each construct using factor analysis in order to verify the construct validity of organizational culture, transformational leadership, and knowledge sharing, as well as to understand whether each item attribute within each construct is consistent with the related theory. All of the measurement items were valid ($p < 0.001$) and higher than 0.7, meaning that an acceptable level of construct validity has been achieved (Kolar & Zabkar, 2010). Regarding the reliability, the Cronbach’s α is 0.918, 0.951 and 0.915 for organizational culture, transformational leadership and knowledge sharing, while the item-to-total correlations are higher than 0.639, showing that each item had good consistency and validity (Nunnally, 1979)

Data Analysis

Table 3. Regression Analysis of The Impact of Leadership and Work Discipline on Employee Perormance

Model	Coefficients ^a					Correlations		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Zero-order	Partia l	Part
	B	Std. Error	Beta					
(Constant)	30.236	6.509		4.450	.000			
Leadership	-.080	.061	-.108	-1.056	.280	.322	-.150	-.078

Work Discipline	.525	.065	.822	8.625	.000	.755	.745	.704
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a. Dependent Variable: Employee Performance

From the equation you can interpreted that a constant 30.236, shows that average Employee Performance if there is no leadership and work discipline is 30.236. If leadership and work discipline is equal to zero, then the employee performance is 30.326. Leadership has a positive impact on employee performance ($p < 0.000$), with coefficient regression 0.525. With positive impact, shows that between work discipline and employee performance have a direct relationship. Leadership did not significantly influence employee performance

Table 4. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3586.195	2	1793.098	46.042	.000 ^a
Residual	2258.788	58	38.945		
Total	5844.984	60			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Work Discipline, Leadership

Based on table 4. the F count is 46.042 with a significant level of 0.000. This shows that P value < 0.05 . Because $0,000 < 0.05$, H3 is accepted. This shows that the independent variables that consist of Work Discipline and Leadership together have a significant impact on Employee Performance.

Discussion

Discussion

Work discipline and leadership are two critical factors that play a vital role in determining employee performance. These two factors are closely related and work hand in hand to ensure that employees meet their goals and objectives.

Work discipline is the ability of an employee to adhere to the set rules and regulations within a workplace. It involves being punctual, meeting deadlines, being organized, and having a strong work ethic. When employees are disciplined, they are more likely to be productive and efficient in their work. They are also more likely to take pride in their work and feel motivated to perform well (Iskamto et al., 2020, 2021).

Leadership, on the other hand, is the ability of a manager or supervisor to guide and direct their team towards achieving the set goals and objectives. A good leader should be able to inspire and motivate their team, provide clear guidance and direction, and lead by example. When employees have good leadership, they feel supported and empowered, which helps them to be more productive and motivated in their work (Iskamto et al., 2022; *Iskamto - 2019*; Muryani et al., 2018; Syahsudarmi, 2022; Wijaya et al., 2022).

When work discipline and leadership are combined, they have a significant impact on employee performance. A disciplined employee who has a strong work ethic and adheres to set rules and regulations is more likely to be productive and efficient in their work. When this is combined with effective leadership, employees feel supported and empowered, which helps them to be more motivated and productive in their work.

Good leadership also helps to create a culture of accountability within the workplace. When employees are held accountable for their actions and work, they are more likely to take ownership of their work and feel motivated to perform well. This, in turn, helps to improve employee performance and productivity.

In conclusion, work discipline and leadership are two critical factors that have a significant impact on employee performance. When these two factors are combined, they create a culture of accountability, support, and empowerment that helps employees to be more productive and efficient in their work. Therefore, it is essential for organizations to focus on developing work discipline and leadership skills to improve employee performance and overall business success (Soelaiman et al., 2022).

CONCLUSION

Based on a questionnaire that has been distributed to employees, it is known that the average respondent stated the variable Work Discipline with the agreed answer. The results of the discussion and findings of the research can be stated in the following conclusions: work discipline have a significant effect on employee performance. Leadership in this research does not have a significant effect on Employee Performance, judging from the results of the answers of 61 respondents. This means leadership is not highlighted in proper way.

These results depicted that Work Discipline and Leadership plays pivotal role in employee performance activity of an organization. That work discipline can be considered important source to get competitive advantage in any organization. These elements should be kept in mind by the organizations. This is the best way to flourish for them.

Due to time limitations, response rate is low. If response rate was higher then better results could be derived. Secondly, data was collected from only one sector, which was only in Setu District, this limited sample result cannot be generalized in every sector. Thus, for enhancing scope of the study more sectors should be the part of study.

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