The Influence of Leadership Style and Work Discipline on Employee Performance in Regional Government Offices

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Abstract

This study aims to analyze and understand how leadership style and work discipline can affect employee performance partially and simultaneously in providing maximum service to the community. This study uses a quantitative approach with descriptive statistical methods, Data collection techniques are carried out by conducting observations and distributing questionnaires, while data analysis techniques used in this study are data quality instrument tests, classical assumption tests, multiple linear regression analysis, and hypothesis tests. The results of the study indicate that leadership style and work discipline have a positive and significant influence on employee performance. Therefore, it can be said that the variables of leadership style and work discipline affect employee performance at the Jaya District Office, Depok.

Keyword: *Work discipline, Leadership Style, Employee Performance*

Introduction

In various fields, especially in organizational life, problems related to human factors are the main cause of various problems, humans are important resources that can create all policies and rules in the organization and they are also workers, which organizations are obliged to improve the effectiveness of their employees performance. Because the effectiveness of human resources is very important for the survival of the organization in achieving its goals, efforts to develop employee performance are one of the most crucial management obstacles.

Likewise, the ability of a government agency to achieve its goals depends on the quality of its human resources. Human resources in an institution are very much needed in carrying out all their duties and supporting the achievement of these goals. To achieve perfect results in completing its tasks, an organization needs workers who have high quality and competence in their fields.

The way a leader shapes the behavior of his subordinates to ensure that they are ready to help each other and work effectively to achieve organizational goals is known as leadership style. Optimal leadership recognizes the abilities of each individual, while ineffective leadership and lack of attention to subordinates tend to cause dissatisfaction, such as feelings of discomfort from employees toward their superiors. This can be reflected in apathy towards work, lack of motivation in working, and lack of enthusiasm to complete tasks given by the leader.

Leadership style refers to the way a leader directs the actions of his/her members, encouraging effective and productive cooperation to achieve organizational goals (Agustin, 2021). Leadership style is a series of characteristics utilized by a leader to influence his/her subordinates so that organizational goals can be achieved (Halim, 2023). Leadership is a relationship between a group of people, where the leader interacts with the leader. This relationship reflects that the behavior of a group of people is influenced by the authority or power possessed by the leader (Budiyanto & Mochklas, 2020).

Maintaining discipline is also important to achieve organizational goals. Good discipline shows that workers are aware of their responsibilities and are motivated to do their jobs effectively. By complying with company regulations and demonstrating excellent levels of discipline, employees can create a more pleasant work environment, which will have a positive impact on organizational activities. Therefore, to develop strong discipline, management needs to encourage employees to comply with existing regulations and policies and take disciplinary action against those who do not comply.

Work discipline refers to how a person acts according to applicable work provisions and procedures, including attitudes, behaviors, and actions that follow organizational norms, both documented and undocumented (Muslimat & Wahid, 2021). Discipline is a condition that is expected to support the implementation of tasks by regulations, aiming to optimize performance (Effendy & Fitria, 2020). From this explanation, it can be concluded that work discipline affects the performance of employees and individuals, as well as understanding the ideal conditions in supporting work optimization.

Employee performance is greatly influenced by the level of work discipline. The more discipline a person has, the better their performance. Conversely, if discipline is low, the resulting performance is often low. When someone shows discipline at work, it means that he is willing to follow all the provisions and social norms that have been set by the company and to do the job effectively without coercion or pressure.

Performance is an achievement achieved by a person from their activities in the company, including general, personal, and legal aspects, to achieve the expected work targets (Yulgendri & Febriani, 2022). Performance is the achievement of a process that refers to and is measured over a certain period based on previously applied provisions or agreements (Inzani & Baharuddin., 2023). Performance is the quantity or quality of the work results of individuals or groups within an organization, the implementation of main tasks and functions following the guidelines of norms, standard operating procedures, criteria, and measures that have been established or applied within the organization (Aldi & Faddila, 2023). From the explanation above, it can be concluded that performance is the process of organizing, planning, and ensuring the achievement of certain goals in an organization. This includes the quantity or quality of performance achieved by individuals or teams in an organization, following existing norms, standards, criteria, and responsibilities. Performance is also the result of a process that occurs and ends at a certain time, both profit-oriented and non-profit-oriented.

From the results of observations at the Jaya District Office Depok, several problems were found, such as the suboptimal implementation of work discipline which can result in decreased employee performance. To achieve the expected organizational goals in the office, it is important to build and enforce strict work discipline so that employee performance can be improved and organizational goals achieved. In addition, based on a review of leadership styles, there is a lack of full attention or instructions from leaders to their subordinates. So that it can result in a less positive evaluation of employee performance in Jaya District Office, Depok. Improving employee performance is an obligation for all agencies so that employees can provide better services to the community.

Analysis Method

This study was conducted using a quantitative approach with statistical methods in the form of figures obtained from the Jaya District Office, Depok City, and analyzed using statistics. Researchers used primary data obtained from using data acquisition methods in the form of observation and questionnaires. Sugiyono explained that a questionnaire is a data collection technique in which respondents are asked to answer a series of questions or written statements that are submitted to them (Sugiyono., 2019). The questionnaire used in this study is a closed questionnaire using a Likert scale. According to Handayani, Population is the totality of all elements that have the same characteristics and are the

focus of research, can be individuals from a group, events, or objects to be studied (Handayani, 2020). The population that is the subject of this study is some 50 employees who work in the Jaya District office, Depok.

The sampling method applied is a saturated sample, which includes all existing populations. The data was processed using the Statistical Package for The Social Sciences (SPSS) version 25 application. The data analysis methods used by the researcher were instrument testing, data quality testing, classical assumption testing, multiple linear regression analysis, hypothesis testing, and determination coefficient testing.

Results and Discussion

The data of this study were collected from 50 respondents who had participated in filling out the questionnaire as a sample. The questionnaire contained statements regarding age, gender, last education, and how long they had worked. Based on age, namely, out of 50 respondents, there were less than 20 years old as many as 0%, 20-25 years old as many as 40%, 26-30 years old as many as 40%, 31-35 years old as many as 14% and 35 years and above as many as 6%. Based on gender, namely, out of 50 respondents, there was a percentage of men as many as 54% and women as many as 46%. Then based on the last education, namely out of 50 respondents, there was a percentage of high school/equivalent as many as 20%, Diploma as many as 2%, S1/S2/S3 as many as 78% and others as many as 0%. Based on the length of work, namely, from 50 respondents, there is a percentage of less than 1 year as much as 6%, 1-2 years as much as 30%, 3-5 years as much as 50%, and 5 years and above as much as 14%. From all the answers given by the respondents, the following research results were obtained:

Validity Test

The validity test is a test to measure the validity of a questionnaire. The requirements for whether or not the statement is valid can be known by comparing the R Value (Corrercterd Iterm-Total Correlation) with the R table. And if the R Value > R table, then it can be stated that the statement is valid.

Table 1. Leadership Style

Variable	Indicator	R-Value	R Table	Description
Leadership Style	X1.1	.525	0.279	Valid
	X1.2	.354	0.279	Valid
	X1.3	.303	0.279	Valid
	X1.4	.479	0.279	Valid
	X1.5	.430	0.279	Valid
	X1.6	.420	0.279	Valid
	X1.7	.481	0.279	Valid

Source: Output SPSS (2024).

Based on the results of the validity test above, the r table used has a significance value of 5%, which is 0.279. Data can be considered valid if viewed from the results of the comparison between the r calculated and the r table and can be said to be valid if the R-Value> r table. So it can be concluded that each statement item indicator on each leadership style variable is valid because the r calculated result is greater than the r table, which is 0.279.

Based on the results of the validity test, the r table used has a significance value of 5%, which is 0.279. The data can be considered valid if seen from the results of the comparison between r value and r table and can be said to be valid if R Value > r table, so it can be concluded that each indicator of the statement item in each work discipline variable is valid, because the R-Value result is greater than r table, which is 0.279.

Table 2. Work Discipline

Variable	Indicator	R-Value	R Table	Description
Work discipline	X2.1	.390	0.279	Valid
	X2.2	.301	0.279	Valid
	X2.3	.617	0.279	Valid
	X2.4	.567	0.279	Valid
	X2.5	.440	0.279	Valid
	X2.6	.553	0.279	Valid
	X2.7	.502	0.279	Valid

Source: Output SPSS (2024).

Table 3. Employee Performance

Variable	Indicator	R-Value	R Table	Description
Employee Performance	Y.1	.445	0.279	Valid
	Y.2	.371	0.279	Valid
	Y.3	.494	0.279	Valid
	Y.4	.665	0.279	Valid
	Y.5	.508	0.279	Valid
	Y.6	.505	0.279	Valid
	Y.7	.591	0.279	Valid

Source: Output SPSS (2024).

Based on the results of the validity test above, the r table used has a significance value of 5%, which is 0.279. The data can be considered valid if seen from the results of the comparison between r count and r table and can be said to be valid if r value> r table. Therefore, it can be concluded that each indicator of the statement item in each employee performance variable (Y) is valid because the r count result is greater than the r table, which is 0.279.

Reliability Test

A reliability test is a tool for measuring a questionnaire which is an indicator of a variable, and a variable is declared reliable if it has a Cronbach alpha value > 0.60. The results of the reliability test in this study are as follows:

Table 4. Reliability Test Results

Variable	Reliability Statistics Cronbach's Alpha	N of Items	Description
Leadership Style (X1)	.721	7	Reliabel
Work Discipline (X2)	.761	7	Reliabel
Employee Performance (Y)	.783	7	Reliabel

Source: Output SPSS (2024).

From the reliability test results table above, it can be concluded that the variables leadership style (X1), work discipline (X2) and employee performance (Y) are said to be reliable because they have a Cronbach alpha value > 0.60.

Multiple Linear Regression Analysis

Multiple linear regression analysis is basically an extension of simple linear regression, namely increasing the number of independent variables from previously only one to two or more independent variables (Loindong et al., 2023). The results of the multiple linear regression test can be seen in table 5.

Table 5. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. error	Beta	t	Sig
1	(Constant)	1.168	3.063		.381	.705
	Leadership Style	.338	.093	.339	3.642	.001
	Work Discipline	.627	.096	.611	6.560	.000

a. Dependent Variable: Employee Performance

Source: Output SPSS (2024).

HYPOTHESIS TESTING

t-test (Partial Testing)

The t-test is used to test the hypothesis partially to show the effect of each independent variable individually on the dependent variable (Loindong et al., 2023). testing was carried out at a = 0.05 (5%). The results of the t-test can be seen in the table below.

Table 6. t-Test Results

Coefficicients^a

Model		Unstandarized Coefficients		Standarized Coefficients	t	sig
		B	Std. Error	Beta		
1	Constant	1.168	3.063		.381	.705
	Leadership Style	.338	.093	.339	3.642	.001
	Work Discipline	.627	.096	.611	6.560	.000

a.   Dependent Variable: Employee Performance

Source: Output SPSS (2024).

Based on the results of the t-test in the table above, it shows a partial influence as follows:

Leadership Style Variable (X1)

It can be seen in the table above that the calculated t value of the leadership style variable (X1) is 3.642 and the significance value is 0.001 while the t-table value is significant at 0.05 df = n – k (50 – 3 = 47) which is 2.011, so from that the calculated t (3.642)> t-table (2.011) and the significance value is 0.01 <0.05. Thus it can be concluded that H1 is accepted and H0 is rejected and it means that the leadership style variable (X1) has a positive and significant effect on employee performance in Jaya District Office, Depok.

2. Work Discipline Variable (X2) It can be seen in the tables above that the t-value of the work discipline variable (X2) is 6.560 and the significance value is 0.000 while the t-value at a significance of 0.05 df = n - k (50 - 3 = 47) is 2.011. Therefore, t-count (6.560)> t-table (2.011) and the significance value is 0.00 <0.05. Thus, it can be concluded that H2 is accepted and H0 is rejected, which means that the work discipline variable (X2) has a positive and significant influence on employee performance in Kecamatan Jaya, Depok.

F Test (Simultaneous Testing)

The F test or simultaneous influence test is used to find out whether the independent variables simultaneously or simultaneously influence the dependent variables according to Ghozali in (Loindong et al., 2023). The results of the F test can be seen in table 6. Based on the results of the F test in the table above, the calculated F value is 46.945. F table at a significant 0.05 df = n-k-1 (50-2-1 = 47) is 3.20. Therefore, the calculated F (46.945) > F table (3.20) and the significant value is 0.00 < 0.05, which means that H31 is accepted and H03 is rejected. And it can be concluded that the variables of leadership style (X1) and work

discipline (X2) simultaneously have a positive and significant impact on employee performance in Jaya District Office, Depok.

Table 6. F Test Results
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	230.910	2	115.455	46.945	.000[b]
	Residual	115.590	47	2.459		
	Total	346.500	49			

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

Source: Output SPSS (2024).

Determination Coefficient Test

According to Ghozali in (Loindong et al., 2023) that the determination coefficient (R^2) is basically to measure how much the model is able to explain the variation of the dependent variable. The coefficient of determination value is between zero and one. The results of the determination coefficient test can be observed in table 7 below.

Table 7. Results of the Determination Coefficient Test
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816	.666	.652	1.568

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

Source: Output SPSS (2024).

Based on the results of the determination coefficient test in the table above, it can be concluded that the coefficient of determination that has been described (R Square) is 0.666 or 66.6%. The larger the R Square number, the more accurate the relationship between the three variables in the regression model. It can be concluded that 66.6% of the performance variables can be explained by the leadership style and work discipline variables. The difference (100-66.6%) is 33.4% influenced or explained by variables that are not included in the study.

Conclusion and Suggestion

This study shows that leadership style and work discipline positively and significantly influence employee performance at the Jaya District Office, Depok. The results of partial hypothesis testing prove that leadership style and work discipline significantly improve individual performance. In addition, simultaneous testing shows that combining the two variables substantially influences overall employee performance. This is to the research objectives and supports the findings of previous studies that show a positive relationship between leadership style, work discipline, and employee performance.

In terms of scientific and practical contributions, this research enriches the study of organizational behavior by emphasizing the critical role of leadership style and work discipline in creating a productive work environment. This research also provides insight for organizational leaders in developing effective leadership strategies and appropriate work discipline policies to maximize human resource performance. The originality of this study lies in the specific context taken, namely at the sub-district level government organization, which provides a relevant empirical picture of the public sector.

However, this study has limitations in terms of location coverage and research time, which are limited to one particular area, so the results may not be generalizable to other organizations outside the context. Future research is recommended to expand the coverage area and incorporate qualitative methods to explore contextual factors that may

affect the relationship between leadership style, work discipline, and employee performance. This will provide a more comprehensive and in-depth picture of human resource policy development in various sectors.

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