

THE INFLUENCE OF LEADERSHIP AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the effect of leadership and work discipline of the employees at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency. The method used in this research is quantitative. The population in this study were all employees at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency, and the sampling used was 96 respondents with the sampling technique using Saturated Sampling. The data analysis technique used in this study is Multiple Linear Regression Analysis with data processing using IBM SPSS Version 22 Software. The results of this study indicate that leadership and work discipline have a positive but not significant effect on the performance of the employees at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency.

KEYWORDS: Leadership, Work Discipline and Employee Performance

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Introduction

In general, Human Resources (HR) in an organization, agency or company is one of the most important factors that cannot be separated. Because in an organization HR is also a consideration in all activities, especially those aimed at achieving organizational goals. Without quality human resources, an organization cannot run well. HR itself includes all people in an organization who participate in the operational activities of the organization, both those who occupy leadership and subordinate positions. Although different positions or positions but all parts of human resources have the same task in achieving the goals of an organization or agency.

Based on the Big Indonesia Dictionary (KBBI) an organization is a place or container used by people together, work together logically and systematically, plan, guide and control, using existing resources and be guided in HR to achieve an organizational goal. In order for an organization's goals to be achieved and run well, it must pay attention to important aspects to manage it such as leadership, work discipline, performance and other aspects.

Performance is the result of a person's work in quantity and quality that has been achieved by employees in carrying out their duties in accordance with the responsibilities given in achieving a predetermined goal (Mangkunegara, 2016). Therefore, to achieve the maximum goals, leaders must pay attention to the performance of their employees. Because, the success of employee performance to achieve maximum goal requires work discipline from employees.

According to research by Eva Amalia and Muhammad Rudiansyah (2019) employee performance is influenced by work discipline. Hasibuan (2017) defines work discipline as an understanding and willingness of a person to obey all company regulations and applicable social norms. Understanding itself is the behavior of someone who voluntarily obeys all regulations and is aware of his duties and responsibilities. And with good work discipline, the success of employee performance can be achieved. In this case, human resources can be an important factor factor to achieve organizational goals effectively and effeciently. The work discipline of an employee can be seen through the high and low work ethic of the employee. Disciplined employees can be determined from the accuracy of the employoees in completing the assigned tasks, coming to the office on time, and complying with all regulations and from how much responsibility for the position of the position has been given.

According to research by Debora Tambunan (2019) employee performance is influenced by leadership. Wahyudi (2017) defines leadership as a person's expertise in moving, directing as well as influencing the mindset, the way each member works so that they have an independent attitude at work, especially in making decisions in the interest of accelerating the achievement of predetermined goals. The position of the leader in the development of human resources is very important, because basically what affects the success of leadership in an agency is the ability of the leader to carry out his duties and obligations as a controller or

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person who carries out basic management functions, performance needs in the workplace, political thinking and creative thinking skills, assertiveness or the ability to make decisions and solve problems quickly and precisely. Therefore, leadership has a very important role in achieving employee performance, that leaders have the ability to apply leadership methods that are in accordance with existing situations and conditions, so that employees can work comfortably and have high spirits.

Dinas Pariwisata Kebudayaan Pemuda dan Olahraga is a government agency that has the duty and function to foster and develop the fields of tourism, culture, youth and sports in accordance with the regulations set by the regional government and in accordance with applicable laws. Thus, in order to be successful in carrying out their duties and functions in each field, employees must achieve high performance, by looking at the factors that affect performance, including leadership and work discipline. Government agencies will not run well if management in leadership and discipline of employees is not managed as well as possible. Because this can cause problems in achieving employee performance.

Research results from Debora Tambunan (2019), Mhd. Edi Syahputra, Syaiful Bahri and Muis Fauzi Rambe (2020), Rahmad Basuki and Riska Puspita S (2018), Any Isvandiari and Bagus Al Idris (2018), state that leadership has a positive and significant effect on employee performance. This means that high and low employee performance is influenced by leadership factors. In addition, the research results from Eva Amalia, Muhammad Rudiansyah (2019) stated that leadership and work discipline have a significant effect on employee performance. That is, the higher the level of leadership and good work discipline, the better the employee's performance. Therefore, researchers are interested in conducting research at the agency to find out whether there is an influence of leadership and work discipline on employee performance.

Method

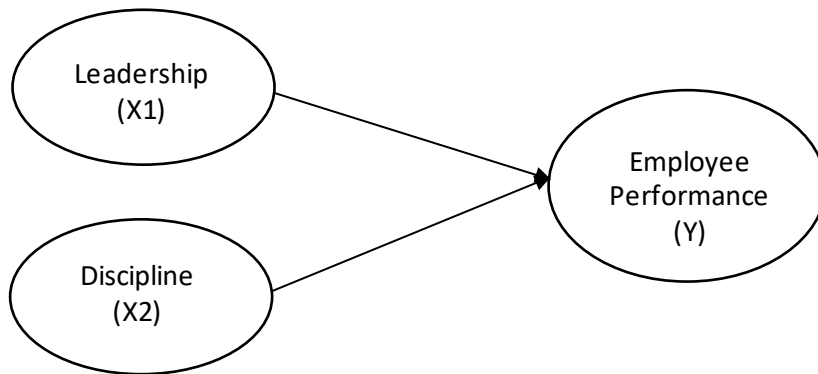
The type of research used in this research is descriptive quantitative. That is, collecting, processing, simplifying, presenting, and analyzing data descriptively (sentence explanations) and quantitatively (numbers) using multiple linear regression models to determine the effect of leadership and work discipline on employee performance at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency.

The population used in this study were all employees at the office Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency which consisted of elements of the Head of the Service, Secretariat, Fields (culture, youth, and sports), and the Technical Implementation Unit of the Service (UPTD). By using a sampling technique that is Saturated Sampling. Because based on this research, the population is not more than 100 respondents. Thus, it is hoped that all respondents can assist in the implementation of this research.

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There are two types of data used in this study, namely secondary data and primary data. Secondary data in this study were obtained from the object of research in the form of websites, references books, journals, and information related to this research. While the primary data in this study was obtained by distributing questionnaires and interviews to employees of the Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency.

Therefore, the hypothesis proposed in this study is as follow:



H1: It is suspected that there is an influence between leadership on employee performance

H2: It is suspected that there is an influence of discipline on employee performance

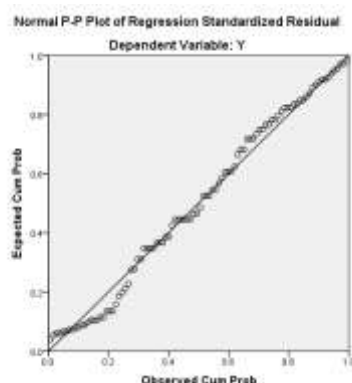
Result

1. Classic Assumption Test

The classical assumption test is used as a requirement in using the regression model, so that the regression results obtained are the right estimates.

a. Normality Test

Table 1. Normality Test



A data is said to be normally distributed if the data points spread around the regression line. Based on the picture above, the data normality test using P-P Plot is known that the data points are around the regression line. This shows that the research data is normally distributed.

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b. Multicollinearity Test

Table 2 Multicollinearity Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.072	3.156		4.459	.000		
	X1	.252	.144	.179	1.755	.083	.956	1.046
	X2	.164	.104	.162	1.586	.116	.956	1.046

a. Dependent Variable: Y

Multicollinearity test is used to determine whether there is a strong relationship between independent variables. One of the most accurate ways to detect the presence or absence of these symptoms is by using the Tolerance and VIF (Variance Inflation Factor) methods. Based on the table above, all variables have a tolerance value above 0.1 and a VIF value < 10. So it can be concluded that the regression model in this study does not occur multicollinearity.

c. Heteroscedasticity Test

Table 3 Heteroscedasticity Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.146	1.719		1.248	.215		
	X1	-.027	.078	-.036	-.339	.735	.956	1.046
	X2	-.013	.056	-.025	-.235	.814	.956	1.046

a. Dependent Variable: Abs_RES

The heteroscedasticity test aims to test whether the regression model has variance inequality from the residual of one observation to another observation. There are several ways to perform a heteroscedasticity test. Based on the Glejser test above, it is known that the Sig.t value of each independent variable is greater than 0.05. This shows that the data does not experience symptoms of heteroscedasticity.

2. Multiple Linear Regression Test

Table 4 Regression Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.072	3.156		4.459	.000		
	X1	.252	.144	.179	1.755	.083	.956	1.046
	X2	.164	.104	.162	1.586	.116	.956	1.046

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a. Dependent Variable: Y

Multiple Linear Regression Analysis aims to determine whether there is an effect of two or more independent variables (X) on the dependent variable (Y). Based on the table of multiple linear regression test result above, it can be obtained a multiple linear regression model based on the B value as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \dots\dots\dots (1)$$

$$Y = 14.072 + 0.252(X_1) + 0.164(X_2) + e \dots\dots\dots (2)$$

The a value of 14.072 is a constant or condition when the dependent variable of employee performance (Y) has a positive effect on the independent variable, namely leadership (X1) and work discipline (X2).

b₁ (regression coefficient value X1) of 0.252 indicates that the leadership variable has a positive influence on employee performance which is quite strong. If leadership is optimized then employee performance will increase.

b₂ (regression coefficient value X2) of 0.164 indicates that the work discipline variable has a positive influence on employee performance which is quite strong. If work discipline is optimized, employee performance will increase.

3. T Test

Table 5 T Test

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF	
	B	Std. Error	Beta	t	Sig.			
1	(Constant)	14.072	3.156		4.459	.000		
	X1	.252	.144	.179	1.755	.083	.956	1.046
	X2	.164	.104	.162	1.586	.116	.956	1.046

a. Dependent Variable: Y

Decision Making Terms

H₀ is accepted and H₁ is rejected if the t-count value is between -t-table to +t-table and Sig.t > 0.05

H₀ is rejected and H₁ is accepted if the t-count value is between -t-table to +t-table and Sig.t > 0.05

The t-table value for α = 0.05 and df = 93 is 1.98580. The t-count value of the leadership variable is 1.755 with a Sig.t of 0.083. This shows that the leadership variable has a t-count value that is between the range -t-table to +t-table (1.755 is in the range -1.98580 to +1.98580) and Sig.t > (0.083 > 0.05) this means that leadership has a positive but not significant effect on employee performance. The t-count value of the work discipline variable is 1.586 with a Sig.t of 0.116. This shows that the work discipline variable has a t-count value, which is between the range -t-table to +t-table (1.586 is in the range -1.98580

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to +1.98580) and Sig.t > (0.116 > 0.05) means that work discipline has a positive but not significant effect on employee performance.

4. F Test

Table 6 F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.103	2	9.551	3.543	.033 ^b
	Residual	250.730	93	2.696		
	Total	269.833	95			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Decision Making Terms

H0 is accepted and H1 is rejected if the value of F-count < F-table and Sig. > 0.05

H0 is rejected and H1 is accepted if the F-count > F-table and Sig. < 0.05

Berdasarkan on the data in the table above, it is known that the F-count value is 3.534 with Sig. of 0.033. While the value of the F-table for $\alpha = 0.05$; $df_1 = 2$ and $df_2 = 93$ of 3.09. Because the value of F-count > F-table (3.543 > 3.09) and Sig. < α (0.033 < 0.05), then H0 is rejected and H1 is accepted. That is, the regression model formed meets the goodness of fit model or the regression model that is formed is feasible and can be used to predict employee performance at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency.

5. Coefficient of Determination Test (R²)

Table 7 Determination Test

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.845 ^a	.715	.709	1.46286	.715	116.577	2	93	.000

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Based on the Model Summary table above, it can be seen that the R-Square value is 0.715. This means that 71.5% of employee performance at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency is explained by leadership and work discipline. While the rest, 100% - 71.5% = 28.5% is explained by other variables not considered in this study.

Discussion

The Effect of Leadership on Employee Performance

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Based on the results of the research above, the influence of leadership on employee performance obtained a t-count value of $1.755 < 1.98580$ t-table, then H_0 is accepted and H_1 is rejected with a Sig value of $0.083 > \alpha 0.05$, so it can be concluded that leadership has a positive but not significant influence on employee performance.

This shows that the level of leadership at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency is unsatisfactory or still low. It can be explained that in the process of interaction that takes place between leaders and subordinates at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency it is not optimal, for that it is a better step if the leader can create more effective communication with his subordinates in order to achieve the desired goals. In a motivation, a leader must also motivate and give encouragement to his subordinates, namely by giving ideas so that his subordinates have high enthusiasm to build ideas that will be carried out and can build achievements at work. In addition, the way that leaders can do to control their subordinates is that the leader must be able to explain to his subordinates related to the tasks given in order to achieve the desired goals so that this can improve employee performance. Theoretically, it is a science that thoroughly examines how to direct, influence and supervise others to perform tasks in accordance with the directive that have been planned or determined (Fahmi, 2016).

The result of this study are supported by previous research conducted by Yesi Daniel Tri Baskoro, Alwi Suddin and Sutarno (2019) where leadership has a positive but not significant effect on employee performance. But it is different from the research conducted by Debora Tambunan (2019), Any Isvandiari dan Bagus Al Idris (2018), Rahmad Basuki dan Riska Puspita S (2018) with the result of research that leadership has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of the study above, the effect of work discipline on employee performance obtained a t-count value $1.586 < 1.98580$ t-table, then H_0 is accepted and H_1 is rejected with a Sig value of $0.116 > \alpha 0.05$ so it can be concluded that work discipline has a positive influence but not significant to employee performance.

This shows that the level of work discipline at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency is still low. It can be explained that in an agency there are always rules or procedures that must be obeyed and carried out. With the regulations as employees, we should comply with other ways that can be done, such as asking for permission if we do not come to work so that work can be shared or transferred to other employees, and the work or task given can be completed according to the original plan designed and other ways. To improve employee performance in terms of discipline, it can be done by complying with other regulations that have been set, such as going home according to office hours. In addition, when completing the work or task assigned, an employee must have a sense of responsibility

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for the results that have been done, because with a great sense of responsibility, the results that we have done can be resolved properly. Theoretically, work discipline is a tool used by management to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations (Rivai, 2017).

The results of this study are supported by previous research conducted by Sri Indah Fadilah (2019) where work discipline has a positive but not significant effect on employee performance. But in contrast to the research conducted by Mhd. Edi Syahputra, Syaiful Bahri dan Muis Fauzi Rambe (2020) with research results that work discipline has a positive and significant effect on employee performance.

Conclusion

From the results and discussion in this study, it can be concluded that leadership as a variable (X1) and work discipline as a variable (X2) shows results that have a positive but not significant effect on employee performance. The results of this study indicate that the level of change in leadership and work discipline does not significantly affect changes in employee performance. Therefore, to improve the performance of employees at Dinas Pariwisata Kebudayaan Pemuda dan Olahraga Tuban Regency, the leadership must pay more attention to work discipline in order to increase discipline in work and complete the assigned tasks in order to achieve effective performance, besides that it can be done by improving several other things, which can significantly affect employee performance, this can be done by adding other variables that are not included in this study.

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