

THE MODEL OF THE EFFECT OF LEADERSHIP AND WORK DISCIPLINE ON WORK ACHIEVEMENT: A CASE STUDY OF PERSONNEL IN INDONESIA

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ABSTRACT

The objectives of this study are: 1) To determine the influence of leadership on the performance of personnel in Indonesia. 2) To determine the effect of work discipline on the work performance of personnel in Indonesia. 3) To determine the effect of leadership and work discipline together on the work performance of personnel in Indonesia.”

This “research approach is quantitative, descriptive and associative. The population in this study were 110 personnel in government agencies in Indonesia. In this study the authors narrow the population by calculating the sample size using the Slovin technique. So the number of samples studied were 52 respondents”

The results of this study indicate that: 1) There is an influence of leadership on the work performance of personnel. 2) There is an influence of work discipline on the work performance of personnel. 3) There is an influence of leadership and work discipline together on the work performance of personnel.

Keyword: Leadership, Work Discipline, Personnel Work Performance

1. INTRODUCTION

Achievement “can be achieved is certainly not an easy matter. This requires a serious treatment. Work drive plays an important role. This is included in the components that are able to improve the work performance of personnel. Work performance according to Hasibuan (in Mashar, 2015) is a result of work achieved by personnel in carrying out the tasks assigned to them based on skills, experience, and sincerity and time.”

But in the course of an organization must experience obstacles and obstacles that arise both from within and from outside the organization. Likewise, what happens in this organization or agency for the roles and duties of personnel is not only limited to installation, construction, maintenance, and asset management.

In addition, it is known that the decline in work performance is due to the leadership applied by the head of the service which is less firm in achieving organizational goals. “Leadership is an activity to influence people to be directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the

group and its culture, Terry (in Thoha, 2010:5). However, there are still phenomena that occur regarding leadership, such as the lack of a balance of interaction between leaders and personnel, resulting in the lack of a harmonious relationship between the leadership and personnel, and the leadership giving less encouragement to work so that personnel are less enthusiastic about working and do not increase high work productivity so that it will have an impact. on personnel performance. Several personnel also mentioned that the decline in performance was due to the high workload and the lack of awards given for the performance achieved by the personnel.”

From some of these factors, leadership is a very interesting thing to discuss, because leadership is needed in an organization. Where the leader is a role model by subordinates, “so the leader must set a good example, be well disciplined, honest, fair, and according to words and deeds. The leader should not expect good discipline from his subordinates if he himself lacks discipline.”

Based on research on this object, the policies that have been decided regarding the interests of personnel have not taken into account the aspirations of the personnel and there is no adequate coordination against the goals/targets.

and action plans at each level of the organization show poor communication relationships between leaders or management and personnel. Furthermore, the performance evaluation of each work unit is not sufficient. Information about the condition of the organization is still considered inadequate due to the unavailability of information channels for personnel. This also shows the existence of apprentices and permanent personnel, poor working relationships in one work unit. Meanwhile, poor working relationships between work units are caused by a less harmonious relationship between permanent personnel and apprentice personnel, one of which is there is an indifferent attitude shown by permanent personnel towards apprentice personnel in several activities. leadership on the work performance of personnel at, Is “there an influence of work discipline on the work performance of personnel at, Is there an influence? leadership and work discipline together on the work performance of personnel. While the research objectives are as follows, to determine the influence of leadership on the work performance of personnel in, to determine the effect of work discipline on the work performance of personnel, and to determine the effect of leadership and work discipline together on the work performance of personnel.”

2. LITERATURE REVIEW

Work performance according to Hasibuan, Malayu S.P (Mashar, 2015) “is a result of work achieved by employees in carrying out the tasks assigned to them based on skills, experience, and sincerity and time. Work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him according to Mangkunegara” (2013: 67). Meanwhile, according to Maier in Wijoyo (2014) “states that work performance or performance is defined as a success of an individual in a task and work. Which means that every individual when working will be said to be successful when he has work performance in the company.”

“Based on some of the experts” above, it can be synthesized that work performance is the result of the work of employees in quality and quantity in carrying out their work in accordance with the responsibilities given over a certain period of time.”

Dimensions and Performance Indicators of Personnel

Dimensions and indicators of work performance according to Mangkunegara (2013: 18), it is said that personnel performance includes two aspects, namely:

1. Working Quantity
 - a) Working process and working conditions
 - b) The time used or the duration of carrying out the work”
 - c) The number of errors in carrying out the work
 - d) Number and type of service provision at work

2. Work Quality

- a) Accuracy of work and quality of work.
- b) Ability to work.
- c) Ability to analyze data and ability to use equipment.
- d) Ability to evaluate.

Leadership

According to Robbins & Judge (2015:217) states “leadership as an ability that can influence a group towards achieving a vision or goal that has been set.” Meanwhile, Robbins and Coulter (2012:488) said that: “Leadership is what leaders do. It's a process of leading a group and influencing that group to achieve its goals”. “Leadership is what leaders do. It is the process of leading a group and influencing it to achieve its goals.”

Leadership that has a good relationship with employees is considered to be able to provide high effectiveness on employee performance. (Nanjundeswaraswamy and Swamy, 2014). Along with the development of technology, leadership plays an important role for an organization. “The success or failure of an organization is strongly influenced by the leadership style (Oladipo et al, 2013).” Based “on some of the expert opinions above, it can be synthesized that leadership is the ability to influence other people, subordinates or groups, the ability to direct the behavior of subordinates or groups, have special abilities or expertise in the field desired by the group, to achieve organizational goals.”

Leadership Requirements, According to Kartono (2013: 36), the conception of leadership requirements “must always be associated with three important things, namely Power is the power, authority, and legality that gives authority to leaders to influence and move subordinates to do something, Authority are advantages, advantages, virtues so that people are able to regulate other people, so that people are obedient to the leader, and are willing to do certain actions. normal.”

Work Discipline

According to Siagian (2007:273) “education is the whole process of teaching and learning techniques and methods in order to transfer knowledge, discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him,” (Singodimedjo in Edy Sutrisno, 2016:86). In line with the understanding according to Sutrisno (2016: 89) “discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior, and actions that are in accordance with the regulations of the organization both written and unwritten.”

According to Siagian (2013: 305), “regarding the notion of discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve work performance.”. Bejo Siswanto (in D. Arika 2016: 19) “states that work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and being able to carry it out and not avoiding receiving sanctions. sanctions if he violates the duties and powers given to him.”. Based on some of the experts above, “it can be synthesized that work discipline is the attitude, behavior and willingness of employees to voluntarily obey the rules, work procedures, and social norms that apply in a company.”

Dimensions and Indicators of Work Discipline

Basically “there are many indicators that affect the level of discipline of an organization's employees.” Singodimejo in Sutrisno (2016:94) work discipline divided into four dimensions including 1) Obedience to time rules, 2) Obedience to company regulations, 3) Obedience to rules of behavior at work, 4) Obedience to other regulations, 5) Rules of what is allowed and what should not be done. by employees in the company.

3. METHODS

“This type of research uses a quantitative method with a probablistic character using multiple regression analysis.” The method used to analyze the data is multiple linear regression with a series of instrument tests and

classical assumption tests. The population in this study was 110 personnel. “Calculating the sample size is done using the Slovin technique. So the number of samples studied were 52 personnel.

The analytical technique used in this study is a quantitative analysis technique using statistics. Furthermore, to obtain and speed up data input, statistical software is used to support this research. The software used to support this research is the SPSS (Statistical Product and Service Solutions) version 20. T-test and F-test are used to test hypotheses, hypothesis testing techniques in this study use the computer assistance program Statistical Product and Service Solutions (SPSS) Version 25. for Windows. The test statistics used are as follows:”

4. FINDINGS AND DISCUSSION

Table 1. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19,355	4,389		4,410	,000
1 Leadership (X1)	,335	,072	,437	4,647	,000
Discipline (X2)	,405	,072	,530	5,637	,000

a. Dependent Variable: Work Performance (Y)

a. The Influence of Leadership (X1) on Personnel ”Work Performance (Y)

Based on the coefficients table above, the t-value for the Leadership variable (X1) is 4.647, while the t-table value for N = 52 is 2.007. So $4,647 > 2,007$, then H_0 is rejected and H_a is accepted, it can be stated that Leadership (X1) has a significant effect on Personnel Work Performance (Y).”

b. The Influence of Work Discipline (X2) on Personnel Work Performance (Y)

Based “on the coefficients table above, the t-value for the Work Discipline (X2) variable is 5.637, while the t-table value for N = 52 is 2.007. So $5,637 > 2,007$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the Work Discipline variable (X2) has an effect on Personnel Work Performance (Y). More about this source textSource text required for additional translation information”

Anova Test

Table 2. Anova Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1575,964	2	787,982	37,045	.000 ^b
1 Residual	1042,266	49	21,271		
Total	2618,231	51			

a. Dependent Variable: Work Performance (Y)

b. Predictors: (Constant), Discipline (X2), Leadership (X1)

”From the results of the analysis in the table above, ”namely the ANOVA test, the Fcount value of 37,045 is greater than Ftable of 2.78 or $37,045 > 2,78$ with a significant level of 0.000 because $0.000 < 0.05$, it can be said that Leadership (X1) and Work Discipline (X2) jointly or simultaneously has a positive effect on Personnel Work Performance (Y).”

Model Summary

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,776 ^a	,602	,586	4,61202

- a. Predictor (Constant), Work Performance (Y)
- b. Dependent Variable: Discipline (X2), Leadership (X1)

Based on “the calculations in the table above, the effect of the three variables was tested, and based on the Model Summary table, the R Square value was 0.602. This shows that 60.2% of Leadership (X1) and Work Discipline (X2) together have an effect on Personnel Work Performance (Y), while the remaining 39.8% is influenced by other factors not examined in this study.”

5. CONCLUSION AND RECOMMENDATION

Based on the results of the analysis and discussion of “The Influence of Leadership and Work Discipline on Personnel Work Performance, the researchers will draw conclusions from the results of the study. The conclusions from the results of this study are as follows: 1) There is an influence of Leadership on Personnel Work Performance, as evidenced by the tcount value for the Leadership variable (X1) of 4.647, while the ttable value for N = 52 is 2.007. So $4,647 > 2,007$, then H_0 is rejected and H_a is accepted, it can be stated that Leadership (X1) has a significant effect on Personnel Work Performance (Y), 2) There is an effect of Work Discipline on Personnel Work Performance, it is proven that the tcount value for the Work Discipline variable (X2) is 5,637, while the ttable value for N = 52 is 2,007.

So $5,637 > 2,007$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the Work Discipline variable (X2) has an effect on Personnel Work Performance (Y). There is a joint influence of Leadership and Work Discipline on Personnel Work Performance. It is evident from the ANOVA test that the Fcount value is 37,045 which is greater than Ftable of 2.78 or $37,045 > 2.78$ with a significant level of 0.000 because $0.000 < 0.05$, it can be said that Leadership (X1) and Work Discipline (X2) together or simultaneously has a positive effect on Personnel Work Performance (Y), with an R Square value of 0.602.

This shows that 60.2% of Leadership (X1) and Work Discipline (X2) together have an effect on Personnel Work Performance (Y), while the remaining 39.8% is influenced by other factors not examined in this study.

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