



The effect of leadership style and work discipline on the performance of Tangerang City DPRD Secretariat Employees

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ABSTRACT

Based on the results of temporary observations in the field, it appears that there are several problems related to employee performance. In terms of leadership style and in terms of work discipline. If this is left unchecked and does not get attention, it will have an impact on the performance of the employees of the Tangerang City DPRD Secretariat. This study aims to determine whether leadership style and work discipline simultaneously or partially affect the performance of employees of the Tangerang City DPRD Secretariat. The sample of this research is 39 respondents. The data analysis technique used is the multiple linear regression equation. The results of the study show that Leadership Style and Work Discipline simultaneously influence the Employee Performance of the Tangerang City DPRD Secretariat, with an F count of $214.338 > F$ table of 3.26 and a sig value of $0.00 < 0.05$. Leadership style partially has a significant effect on the performance of Tangerang City DPRD Secretariat employees with a t count of $7.355 > t$ table of 2.02809, with a sig value of $0.000 < 0.05$ and Work Discipline partially has a significant effect on the performance of Tangerang City DPRD Secretariat Employees with a t value count $5.478 > t$ table 2.02809, with a sig value of $0.000 < 0.05$.

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1. INTRODUCTION

With the development of technology that is happening at this time, causing competition between agencies is increasing. This requires adequate quality Human Resources (HR) so that agencies can operate properly. If an agency does not have an adequate workforce, then the organization will certainly experience difficulties due to a lack of attention to human resources. Therefore, HR is a crucial factor in improving the quality and productivity of the workforce, so that it can make an optimal contribution to agencies.

Each agency must have different abilities, including employees at the Tangerang City DPRD Secretariat. To evaluate the quality and number of employees in an agency, it is necessary to conduct a performance appraisal. Performance appraisal is carried out both for Civil Servants (PNS) and Freelance Daily Workers (THL). Based on Government (Peraturan Pemerintah No 30 Tahun, 2019) and (Peraturan Wali Kota Tangerang Nomor 75 Tahun, 2020).

Employee performance is a measure of how well employees perform tasks. Employee performance includes work results, behavior, and ability to fulfill assigned tasks. This can determine the extent to which employees can carry out their duties effectively and efficiently. If employee performance is low, then an organization will not achieve its goals, but if employee performance is

high than an organization can achieve its goals easily. There are various ways to improve employee performance by means of education, creating a comfortable work environment, training and so on.

According to the author, from August to November 2022, when the Field Work Practices (PKL) were carried out at the Tangerang City DPRD Secretariat Office, there were problems that arose related to the performance of employees in that agency. Where in carrying out its functions Tangerang City DPRD members must be supported by adequate employees. Based on the results of the author's observation that there are two factors that influence employee performance, namely leadership style and work discipline. Lack of directing employees so that many employees in carrying out their duties are still not on time and do not come and go home at the appointed time. At present, the role of an employee in a government agency is very important in carrying out the duties and functions assigned. Optimal employee performance will have a significant impact on the overall effectiveness and efficiency of the agency.

The first factor that influences employee performance is leadership style. Leadership style refers to the method used by a leader to lead and direct his subordinates to achieve organizational goals. Leadership style covers various aspects, such as how to communicate, decision making, motivation, direction and monitoring of subordinates, as well as conflict management and building harmonious working relationships with team members.

The leadership style applied to the Tangerang City DPRD Secretariat must be in accordance with the existing conditions in order to help employees become effective. Having a leadership style makes it easier for a Sekwan to lead an organization, because a Sekwan is very influential in facilitating or serving the activities of the Tangerang City DPRD, as well as being responsible for the authority of the Mayor, therefore the quality used by a Sekwan must really be the best.

A good leader knows how to lead, direct, provide facilities, build communication and coordinate subordinates to achieve the desired goals so that Tangerang City DPRD Secretariat employees are able to provide competence in dealing with the changing times that are so fast. Leadership involves a number of skills, abilities and good interpersonal relationships. In addition, leadership also affects employee performance. It is not easy for a leader to understand different employees. Leaders will realize that employee productivity is the most important part in achieving agency goals. Therefore, the style of leadership in government agencies is something important that is expected by the institution. Because a good leadership style, the leader can work with employees to carry out the specified goals.

The second factor that can affect employee performance, one of which is the work discipline that exists in the organization. The level of work discipline has an important role in influencing employee performance. Employees who show a high level of discipline tend to be more productive and efficient in carrying out their duties. In addition, work discipline also contributes to increasing work efficiency and effectiveness. Work discipline includes a person's ability to follow the rules, procedures and standards that apply in the organization and be responsible for the tasks that have been given in accordance with predetermined conditions. Aspects of work discipline include compliance with set working hours, completing assignments on time, and maintaining the quality of work in accordance with applicable regulations. In addition, work discipline can also improve overall work efficiency and effectiveness.

Based on initial observations made by researchers at the Tangerang City DPRD Secretariat Office, there are employees who do not comply with the rules that have been set. In addition, some employees are also late in completing assignments and are less thorough in carrying out work. There is also a tendency that some employees are not in the room after the break ends or come late after the break. This situation reflects the low level of employee discipline at the Tangerang City DPRD Secretariat.

Based on the background previously described, the authors are interested in conducting research at the Tangerang City DPRD Secretariat with the title "The Influence of Leadership Style and Work Discipline on the Performance of Tangerang City DPRD Secretariat Employees".

The concept of a leader comes from words in a foreign language, namely, "leader" a leader is someone with special abilities without showing power and can influence subordinates to make achievements together. According to Anoroga leadership is "the ability to influence subordinates through direct or indirect communication with the aim of moving subordinates to be willing to follow

the leader's rules with full awareness (Sutrisno, 2021)." According to Thoaha, "leadership is a consistent pattern that we display and feel from others when we try to influence the activities of others" (Busro, 2018). According to Rivai leadership style is a collection used by a leader to direct employees in achieving agency goals. In addition, leadership style can also be interpreted as a way or model of action and plans that are desired and often used by a leader (Riadi, 2019).

There are several factors that influence the leadership style of a leader (Kartono, 2017), namely: Characteristics of the leader's personality which is reflected through his lifestyle and philosophy of life, The structure of the group with its characteristics, Problems and events that took place at that time.

Leadership style indicators refer to signs used to identify or measure a person's leadership style. Following are some indicators of leadership style (Kartono, 2017) namely: Expertise in decision making, The ability to generate motivation, Ability to communicate, Ability to control subordinates, Leadership responsibility, Ability to control emotions.

Work discipline is very important for government agencies in order to provide the best service to the community. It is difficult for an agency to achieve optimal results without having a good level of work discipline. This is due to good discipline skills in encouraging employees to be responsible for the applicable regulations.

According to Singodimedjo, discipline is an attitude in which a person is willing and able to follow and obey the regulatory norms that apply to agencies (Apriyani et al., 2023). According to Veithzal Riva.i work discipline is a tool used by leaders to change employee behavior and increase awareness and willingness to comply with all rules and social norms that exist in every organization (Iskandar & Risman, 2022). Meanwhile, according to Singodimedjo stated that work discipline is an attitude of one's awareness to follow and comply with applicable regulations (Sutrisno, 2020).

The work discipline factor plays an important role in carrying out the tasks assigned to employees, because disciplined employees will find it very easy to complete their tasks and follow the rules set by the organization. According to Singodimedjo, the factors that influence work discipline in the book Human Resource Management (Lintong et al., 2023), namely: The size of the compensation, Exemplary presence of a leader, Discipline development cannot be carried out properly within the company if there are no clear written rules as a common guide, Courage of a leader in taking action, The importance of giving attention to employees in every activity of the Company, Employees are individuals with different characters, Creating habits that support the upholding of discipline, positive habits include: Mutual respect, when meeting in the work environment; Give praise in accordance with the place and time, so that employees will also feel proud of the praise; Often involve employees in meetings especially meetings related to their fate and work; Notify colleagues when they want to leave the place, by informing where and for what business even to subordinates.

Some experts have different opinions regarding the indicators of work discipline. According to Rivai work discipline there are indicators that will be used in assessing the attitude of employee work discipline, here are five indicators of work discipline, (Subakti & Sihombing, 2022) namely: Presence; Compliance with regulations; Adherence to work standards; High level of alertness; Work ethically;

Meanwhile, according to Soekidjo, work discipline is influenced by disciplinary factors as well as indicators of work discipline (Ichsan et al., 2020) namely: Punctuality; Use office equipment properly; High responsibility; Obey the established office rules. In research, the indicators of work discipline are attendance, compliance with work regulations, compliance with work standards, a high level of vigilance and ethical work.

Kinerja dalam Bahasa Inggris disebut job performance atau actual performance atau level of performance, namely the level of success of employees at the employee level in completing it (Bagus Wahyu Swadiputra et al., 2022). Furthermore, according to Mangkumanegara, employee performance is the result of work performed by an employee, both in terms of quantity and quality, in accordance with the tasks assigned to him (Harefa & Telaumbanua, 2022). Meanwhile, according to Gayang, employee performance is the level of effectiveness of an employee referring to the level of success in carrying out the daily tasks of an agency during a certain period of time (Novriansya et al., 2022).

According to Mangkumanegara the characteristics of people who have high performance (Pahlawati et al., 2022) as follows: Have courageous self-responsibility; dare to take decisions and risks faced; have realistic goals; make a mature work plan and try hard to achieve goals; use the right feedback in all activities carried out; look for opportunities to implement the plans that have been planned. There are various factors that affect the performance of employees in carrying out their duties. According to (Prof. Dr. H.Suwatno, 2019), faktor-faktor tersebut dapat dijelaskan sebagai berikut: individual ability; The level of effort expended; organizational environment;

Meanwhile, according to Afandi factors that affect employee performance (Fitriyanti et al., 2023) namely: Ability; role clarity; motivation; Competence; work facilities; work culture; Leadership and Discipline. According to Mangkumanegara put forward employee performance indicators (Nurhadi, 2023) namely, quality, quantity, Execution of tasks, Responsibility.

According to Harsuko using five employee performance indicators, (Orlanda, 2023) namely, quality of work, cumunication, promptness, capability, initiative. According to Fadel put forward several indicators that measure employee performance, (Nabawi, 2019) namely, Understanding of main duties and functions; Innovation; Working speed; Work accuracy and Cooperation.

From the description above the authors use employee performance indicators, namely: quality of work (Quality of work), quantity, understanding of main tasks and functions, work accuracy, cooperation.

2. RESEARCH METHOD

In this study, the authors utilized a quantitative approach using descriptive statistical analysis. This quantitative research approach adopts the philosophy of positivism and is used to analyze large or small populations by taking data samples from that population. The purpose of this research is to identify the relative occurrence, distribution, and relationship between variables (Prof. Dr. Sugiyono, 2019).

Population refers to a group of elements used as a generalization area. The population does not only include the number of individuals in the object or subject being studied, but also includes all the attributes possessed by the object (Prof. Dr. Sugiyono, 2019). In this study, the population consisted of a total of 64 employees who worked as civil servants and THL at the Tangerang City DPRD Secretariat.

Table 1. Part of the employee work division of Perumda Tirta Benteng Tangerang City

No	Category	Amount
1	UHP SDM (General Law Employee Human Resources)	35
2	HUBLANG (subscription relationship)	29
	Amount	64

The sample is part of the total number and characteristics contained in the population (Prof. Dr. Sugiyono, 2019). The method applied in this research is random sampling. The sample in this study was determined using the slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Information:

n = number of samples required

N = total population

e = the sample error rate is 10% or 0,1

3. RESULTS AND DISCUSSIONS

The description of the data is to describe and inform what is contained in the collected respondent data. The purpose of the data description is to understand the characteristics of the existing data and can help understand the characteristics of the respondents. Descriptive data can be obtained by distributing questionnaires directly to 39 respondents. The questionnaire consists of 35 questionnaire statements which will be filled out by respondents accompanied by a letter of request to be willing to become a respondent and explain the purpose of this study.

Table 2. Multiple Linear Regression Equation Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.123	2.407		1.297	.203
	Leadership Style (X1)	.567	.077	.578	7.335	.000
	Work Discipline (X2)	.423	.077	.431	5.478	.000

a. Dependent Variable: Employee Performance (Y)

Sourcer: Primary data processed by SPSS 2023

From the table above the results of the calculation of the independent variables can be arranged in a model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e \quad (2)$$

$$Y = 3.123 + 0.567 (X1) + 0.423 (X2) + e \quad (3)$$

Information:

Y = Employee Performance

X1 = Independent variable namely Leadership Style

X2 = Independent variable, namely Work Discipline

e = error (diasumsikan 0)

The results of the analysis, it can be concluded as follows:

The constant (α) has a regression of 3.123. This shows that the variables of Leadership Style (X1) and Work Discipline (X2) are constant or $X = 0$, then the employee's performance will have a value of 3.123. The regression coefficient value of the Leadership Style variable (X1) is positive, namely 0.567, meaning that if the leadership style is increased by one level, the employee's performance increases by 1, the employee's performance increases by 5.67% assuming other independent variables. The value of the regression coefficient of the Work Discipline variable (X2) is positive, which is 0.423, meaning that if work discipline is raised one level, then employee performance increases by 1 in the Leadership Style and Work Discipline variable, will result in an increase of 4.23% in performance employee.

Coefficient of Determination (R²)

The coefficient of determination R² is used to determine how big the influence is between variables X and variable Y. The value of the coefficient of determination R² is adjusted with the adjusted R Square.

Table 3. Test Results for the Coefficient of Determination (R²)

Model	R	Model Summary ^b			
		R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.960 ^a	.923	.918	1.98219	1.547

a. Predictors: (Constant), Work Discipline (X2), Leadership Style (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by SPSS 2023

From the results of the table above it can be seen that the value of the coefficient of determination can be seen from the Adjusted R Square of 0.918, meaning that the percentage of leadership style (X1) and work discipline (X2) is 91.8%, while the rest is influenced by other variables or other factors which was not investigated by this study.

F Test (Simultaneous)

The F test was conducted to evaluate whether the independent variable has a significant effect on the dependent variable. In this test, we compare it with the F table value at a significance

level of 0.05. The F test has an effect if the significance value of F count $>$ F t table or if the significance value $<$ 0.05.

Table 4 Simultaneous Test Results (Test F)
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1684.297	2	842.149	214.338	.000 ^b
	Residual	141.446	36	3.929		
	Total	1825.744	38			

a. Dependent Variable: Employee Performance (Y)

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

Source: Primary data processed by SPSS 2023

Based on the table above, the F count value is 214.338, this F count $>$ F table. F table can be searched by $df\ 1 = \text{number of variables} - 1$ or $3 - 1 = 2$ and $df\ 2 = n - k - 1$ or $39 - 2 - 1 = 36$, so the result of f table is 3.26. So it can be concluded that the calculated F value is $214,338 >$ F table 3.26, with a profitability value of sig $0.000 <$ 0.05. Thus the F test predicts that the first hypothesis is accepted because the two independent variables, namely leadership style and work discipline, have a positive and significant effect on employee performance at the Tangerang City DPRD Secretariat Office.

t test (Partial)

The t test was carried out to test the regression coefficient used to determine the independent variable on the dependent variable. By comparing t count and t table at a significance level of 0.05. The t test has an effect if the significance value of t count $>$ t table or if the significance value $<$ 0.05. t table can be searched with $df = n - k - 1$, in this study the t table used is 2.02809. the results of the t test of each variable can be seen in the table below as follows:

Table 5 Partial Test Results (t test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	3.123		
	Leadership Style (X1)	.567	.077	.578	7.335	.000
	Work Discipline (X2)	.423	.077	.431	5.478	.000

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed by SPSS 2023

Leadership Style Variable (X1) In that table, t table can be generated with a significance level of 0.05 with degrees of freedom $df = n - k - 1$ or $df = 39 - 2 - 1 = 36$. In this test a two-tailed test was carried out. The t table value is 2.02809. The test results show that the t value is 7.335. Then t count $7.335 >$ than t table 2.02809. Decision making based on a significance of $0.000 <$ 0.05. So it can be concluded that the significance value is $0.000 <$ 0.05 so it can be concluded that leadership style has a significant influence on employee performance.

Work Discipline Variable (X2) In the table, t table can be generated with a significance level of 0.05 with degrees of freedom $df = n - k - 1$ or $df = 39 - 2 - 1 = 36$. In this test a two-tailed test was carried out. The t table value is 2.02809. The test results show that the t value is 5.478. So t count $5.478 >$ than t table 2.02809. Decision making based on a significance of $0.000 <$ 0.05. So it can be concluded that the significance value is $0.000 <$ 0.05 so it can be concluded that work discipline has a significant influence on employee performance.

4. CONCLUSION

Based on the results of data analysis and discussion regarding the influence of leadership style and work discipline on the performance of employees of the Tangerang City DPRD Secretariat which has

been carried out by the author, the following conclusions can be drawn: (a) That leadership style (X1) has a positive effect on the performance of employees of the Tangerang City DPRD Secretariat. (b) Whereas work discipline (X2) has a positive effect on the performance of employees of the Tangerang City DPRD Secretariat. (c) Whereas leadership style (X1) and work discipline (X2) have a positive effect on the performance of the Tangerang City DPRD Secretariat employees.

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