

THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON THE PERFORMANCE OF MAKASSAR CITY EDUCATION OFFICE EMPLOYEES

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Abstract

Leadership style and work discipline are recognized as pivotal elements that shape the behaviors, attitudes, and outcomes of employees within an organization. Leadership style pertains to the approach adopted by leaders to guide, motivate, and manage their subordinates, while work discipline involves the adherence to established rules, regulations, and norms within the workplace. This study aimed to investigate the impact of leadership style and work discipline on the performance of employees within the Makassar City Education Office. The research comprised a total of 94 employees from this office. Employing a quantitative research approach, the study involved quantitative analysis to evaluate the research hypothesis, utilizing IBM SPSS version 25 software. The findings revealed a positive and substantial influence of both leadership style and work discipline on employee performance. This conclusion was drawn from a t-statistic value of -2.655, which was less than the t-table value (1.66177), and a significance value of 0.000, indicating statistical significance ($p < 0.05$). The outcomes also demonstrated the significant impact of work discipline and leadership style on employee performance, with a calculated F-value of 25.215, surpassing the threshold of 3.10, and a significance value of 0.000, further confirming the significance of the findings ($p < 0.05$).

Keywords: Employee Performance, Leadership Style, Work Discipline

1. INTRODUCTION

In various contexts, particularly within organizational settings, the human element stands as a pivotal concern across all activities. Organizations are conscious social entities characterized by defined boundaries, working persistently towards established goals (Judge & Robbins, 2008). The actions undertaken within these activities are initiated and shaped by the individuals constituting the organization's members. Companies necessitate a potent human resource component, encompassing both leaders and employees, to oversee task allocation and supervision, which ultimately influences the achievement of organizational objectives. Human resources form a central pillar in an organization's structure. To ensure effective management, companies require knowledgeable and highly skilled employees, along with optimal management practices to enhance overall employee performance.

Performance, as defined by Setiyawan (2006), is the assessed output or work accomplishment in terms of quality and quantity based on established organizational standards. Satisfactory performance entails aligning with these standards and facilitating the realization of organizational goals.

A thriving organization actively strives to enhance its human resource capabilities, recognizing its critical role in elevating employee performance. By enhancing employee performance, companies advance in navigating the turbulent waters of competitive

business landscapes. Thus, the task of improving employee performance assumes paramount importance, as the quality of human resources' performance fundamentally dictates the organization's success and endurance.

Performance represents an interdisciplinary approach that involves setting effective goals, formulating plans, and implementing strategies (Mushdarsyah Sinungan, 2009:17). Negative factors can impede performance, including decreased employee motivation to achieve optimal work performance, lack of punctuality in task completion leading to non-compliance with regulations, and influences emanating from the work environment or uninspired colleagues. Such factors contribute to a decline in employee work performance. However, factors like leadership style and work discipline can be employed to enhance performance.

Leadership style denotes the behavioral pattern adopted by an individual to influence the behavior of others (Suranta, 2002). This style finds relevance once organizational goals are communicated and accepted by subordinates. Leaders must apply suitable leadership styles to manage their subordinates, as their influence profoundly shapes the organization's success in achieving its goals (Waridin, 2005). It is generally accepted that organizational objectives remain unattainable without effective leadership, making leadership the cornerstone of all organizational endeavors.

Leadership emerges as an aspirational, impassioned, and moral force that creatively impacts and guides members towards embracing attitudes aligned with the leader's vision. The leader's interpersonal influence fosters behavior in sync with the leader's vision, particularly in the collaborative pursuit of common goals and problem-solving. Here, coercion, pressure, intimidation, or threats become redundant, as optimal dimensions of leadership style elevate performance levels. A fitting leadership style fosters motivation and excellence, significantly shaping employee success or failure in work performance (Hardini, 2001). Studies by Suranta (2002) and Tampubolon (2007) highlight the substantial impact of leadership style on employee performance.

Work discipline, as outlined by Setiyawan (2006), signifies an ideal state that fortifies task execution according to established rules, optimizing work performance. To cultivate discipline within the work environment, comprehensive task allocation across all levels of employees or officials becomes imperative. Clear delineation of duties, procedures, timelines, expected outcomes, and accountability fosters both order and efficiency. Effective discipline forms the foundation for the expected leadership and employee conduct within society and organizations.

The disciplinary system bears critical significance, directly affecting employee performance. The implementation of such a system is intricate, given its potential impact on employee enthusiasm and overall performance. Employee discipline, as explored by Setiyawan (2006) and Aritonang (2005), constitutes a vital component of performance factors, reflecting its positive influence on employee work performance.

As organizations continue to navigate the evolving landscape of workforce dynamics, understanding the intricate interplay between leadership style, work discipline, and employee performance becomes not only a matter of academic inquiry but a practical imperative for cultivating thriving and effective workplaces. By delving into these nuanced relationships within the context of the Makassar City Education Office, this study not only enriches our comprehension of organizational behavior but also offers a compass for leaders and policymakers seeking to chart a course towards enhanced

productivity, engagement, and success in the ever-challenging realm of public sector operations.

2. LITERATURE REVIEW

2.1. Leadership

Leadership plays a crucial role in organizational management, addressing the inherent limitations within individuals. This gives rise to the necessity for both leading and being led. Leadership is characterized by individual traits, habits, influencing techniques, interactions, organizational position, and perceptions of legitimate authority. It encompasses the entirety of a leader's actions, whether apparent or concealed from subordinates. Leadership entails a consistent amalgamation of philosophies, skills, traits, and attitudes that underscore an individual's conduct. Leadership inherently manifests a leader's belief in their subordinates' capabilities (Veithzal & Veithzal, 2006).

2.2. Work Discipline

The efficacy of an agency or company is contingent upon the proficient execution of duties by its human resources. Work discipline assumes a paramount role within human resource management, reflecting an individual's sense of responsibility towards their assigned tasks. Furthermore, discipline serves as a litmus test for the proper execution of all human resource management functions as a collective entity. Elevated levels of discipline correlate with heightened employee performance and overall organizational efficacy (Mangkuprawira & Hubeis, 2007).

2.3. Performance

Performance denotes the degree of accomplishment in the execution of a specific job or task. Organizational performance encompasses the cumulative performance of all its constituent units, reflecting the collective sum of individual achievements (Suprono 2002: 121). Performance, often referred to as work achievement, is the output achieved in terms of quality and quantity by an employee while fulfilling their duties according to assigned responsibilities.

3. RESEARCH METHODS

This research employs a quantitative approach with a correlational research method to investigate the interrelationships between variables. Specifically, the study focuses on employees of the Makassar City Education Office as the population of interest. For participant selection, the total sampling technique is utilized due to the relatively small population size, encompassing all 94 employees.

To gather data, the research employs questionnaires and observations as instruments. Questionnaires provide structured data on aspects such as leadership style, work discipline, and performance perceptions. Observations supplement this data by capturing workplace behaviors and interactions not easily obtained through self-reporting. This methodology enables a comprehensive exploration of the connections between leadership style, work discipline, and employee performance within the context of the Makassar City Education Office.

4. RESULTS AND DISCUSSION

4.1. Research Result

This study aims to examine the influence of leadership style and work discipline on employee performance within the Makassar City Education Office. The respondents, totaling 94 out of 179 employees, were selected based on characteristics like age, gender, education, and length of service.

4.1.1. Partial Test (t Test)

The t-test is utilized to determine the extent of the influence of the independent variable on the dependent variable. The condition for accepting the hypothesis is if the t-statistic value is $< t$ -table or if the t-count $> t$ -table, with a significance level of < 0.05 . By employing a sample of 94 respondents, with degrees of freedom (df) = $n - k - 1$ or $df = 94 - 2 - 1 = 91$, a t-table value of 1.66177 was obtained, considering a significance level (α) of 0.05. The confidence level for hypothesis testing is 95%, corresponding to a significance level (α) of 0.05 (5%).

Table 1. Result of t test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.751	1.413		2.655	0.009
	Leadership Style	.120	0.054	0.196	2.217	0.028
	Work Discipline	.460	0.080	0.506	5.717	0.000

a. Dependent Variable: Employee Performance

Source: Data processed in 2023

1) Hypothesis Test of Leadership Style Variable (X1)

From Table 1 t-test above, it is evident that the results of the hypothesis testing regarding the leadership style display a t-statistic value of (2.217), which is greater than the t-table value (1.661), and the significance level is indicated as 0.050, less than 0.05. This implies that the leadership style variable partially exerts a positive and significant impact on employee performance at the Makassar City Education Office, leading to the acceptance of Hypothesis H1.

2) Hypothesis Test of Work Discipline Variable (X2)

As seen in Table 1 t-test above, the results of the hypothesis testing related to work discipline reveal a t-statistic value of (5.717), surpassing the t-table value (1.661), and the significance level is noted as 0.000, smaller than 0.05. This signifies that the work discipline variable partially holds a positive and significant influence on employee performance at the Makassar City Education Office, resulting in the acceptance of Hypothesis H2.

Furthermore, from the t-test outcomes mentioned above, it can be concluded that both the leadership style and work discipline variables have a partial yet significant impact on employee performance. Between the two dependent variables employed in this research model, the work discipline variable exhibits the highest effect on employee performance at the Makassar City Education Office, as evidenced by a t-statistic value of 5.717 and a significance level of 0.000.

4.1.2. Simultaneous Test (F Test)

The F-test is conducted to see the effect of independent variables simultaneously or jointly on the dependent variable. In this test we see the effect of the Leadership Style (X1) and Work Discipline (X2) variables together on the Employee Performance (Y) variable. If $F_{\text{statistic}} > F_{\text{table}}$ then it can be said to be positive, that is, there is a simultaneous influence between the independent variables studied and the dependent variable does not accept. The F_{table} value with a sample size of 94 with $(k; n-k) = (2; 91)$ is 3.10. The following is the F test table:

Table 2. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.359	2	45.679	25.215	0.000 ^b
	Residual	164.854	91	1.812		
	Total	256.213	93			

a. Dependent Variable: Employee Performance

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

Source: Data processed in 2023

Table 2 above shows that the $F_{\text{statistic}}$ value (25.215) $> F_{\text{table}}$ (3.10) with a significance level of $0.000 < 0.05$, which means that the independent variables (Leadership Style and Work Discipline) simultaneously have a positive effect on the dependent variable (Employee Performance) at the Makassar City Education Office so that the accepted hypothesis is H3.

4.2. Discussion

4.3. Effect of Leadership Style on Employee Performance

The findings indicate a positive and significant effect of leadership style on employee performance. The study evaluates leadership style through various indicators, including giving instructions, supervision, task emphasis, motivation, involving subordinates in decision-making, and adaptability. The consistent application of effective leadership style leads to improved employee performance, while its absence results in diminished performance. These results align with Tampubolon's assertion that leadership style encompasses behaviors, strategies, and attitudes that influence subordinates' performance. Hanadelansa (2023) also confirm this relationship, supporting the study's conclusions.

4.4. Effect of Work Discipline on Employee Performance

The study reveals that work discipline, as measured by indicators such as adherence to time, regulations, and behavioral rules at work, significantly impacts employee performance. Adherence to these aspects drives employees to fulfill their duties with discipline, enhancing their overall performance. These findings correspond with Mangkuprawira & Hubeis (2007) perspective that work discipline is crucial for human resource management, reflecting responsibility and influencing employee and organizational performance. Hamka (2019) further reinforces this connection between work discipline and employee performance.

4.5. Effect of Leadership Style and Work Discipline on Employee Performance

The study concludes that leadership style and work discipline jointly contribute to employee performance. The simultaneous influence of these factors is supported by a significant R value of 0.597 and a significance value of 0.000, resulting in an R Square of 0.357 or 35.7%. This combined contribution underscores the relationship between leadership style, work discipline, and employee performance at the Makassar City Education Office. However, 64.3% of employee performance variability is attributed to external factors not explored in this study. These findings parallel the outcomes of Maharani et al. (2021) research on the Jambi Province Education Office, which also highlight the concurrent impact of leadership style and work discipline on employee performance.

5. CONCLUSION

The study deduced that the research results highlight a positive and significant partial influence of leadership style on employee performance. This underscores the importance of effective leadership practices in driving improved work outcomes within the context of the Makassar City Office. Similarly, the investigation reveals that work discipline plays a crucial role in enhancing employee performance, with a significant positive impact observed.

As the study results suggest, there is a collective and substantial influence when both leadership style and work discipline are considered together on employee performance at the Makassar City Education Office. For the Makassar City Education Office, it is advisable to focus on refining leadership training programs and implementing strategies that foster work discipline. By doing so, the organization can anticipate an enhancement in employee performance, which in turn contributes to achieving organizational objectives. Furthermore, future researchers are encouraged to explore a wider array of variables that might impact employee performance, and they can consider conducting similar studies across different organizational settings to gain a more comprehensive understanding of these dynamics.

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