

The Role of Employee Performance Regarding the Effect of Work Discipline and Leadership

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ABSTRACT

The purpose of this research is to find out and analyze the effect of work discipline and work discipline on the performance of the employees of the Regional Water Company (PDAM) Tirtanadi HM Branch. Yamin Medan. The research approach carried out by the researcher is associative research. The number of samples in this study amounted to 33 respondents. The data collection technique uses primary data in the form of a questionnaire and uses a Likert scale in the selection of assessment responses, while the data analysis technique uses multiple linear analysis, classical assumptions, hypothesis testing, coefficient of determination. Based on the results of data analysis, the work discipline variable has a partial effect on employee performance. Furthermore, the work discipline variable has a partial effect on employee performance.

Keywords : Work Discipline, Leadership, Employee Performance

INTRODUCTION

In the current era of globalization, human resources still play an important role in an organization or company, which takes part in achieving organizational goals. What is meant by human resources in an organization is an employee, the role of employees is very important in an organization because employees are the most important asset in the organization. To achieve the desired goals, organizations must look for employees who have reliable and competent skills to compete in this era of globalization. Where employees also play an important role both in planning, monitoring, implementing, and controlling the organization in order to achieve the desired goals. As we know, the success or failure of an organization in achieving its goals depends on the performance of its employees in carrying out the tasks assigned by the organization which is determined from the performance of its employees within the specified time. Good performance is a driving force for employees to advance the organization to make it better.

Therefore the organization must have a picture of a program or policy that has a goal, be it a vision or mission to improve employee performance. According to (Fattah, 2017, p. 9) The above opinion emphasizes that the performance of an employee / employee is the result or output (out comes) of a job assigned to an organization / institution. Meanwhile, according to (Rulitawati et al., 2020, pp. 56–57) Performance (performance) is an action process or a way of acting in performing organizational functions. Performance is often interpreted as performance, work results, or work performance but also the ongoing work process. Performance is a translation of the word "performance" (Job Performance). Etymologically, performance comes from the word "to perform" which means to display or carry out, while the word "performance" means the act of performing.

If performance is a determining standard in an organization, then performance will affect the

success of employees and affect the achievement of the goals desired by an organization or company. The success or failure of the goals of an organization depends on the human resources (employees), whether it's from work facilities, motivation, organizational culture, the influence of leadership style, to work discipline. Work discipline as one of the standards owned by human resources which aims to have an influence on oneself as well as in teamwork, which aims to achieve an organizational goal.

According to Davis in (Prihantoro, 2019, p. 16) Work discipline is a management action to encourage the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a will in employees to lead to better cooperation and performance. Meanwhile, according to Siagian in his research, (Katian et al., 2014, p. 1594) defines discipline as 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. In improving work performance, employees must have high work discipline because work discipline is a rule that must be obeyed in an organization to encourage employees to fulfill and complete tasks that have been given well in order to achieve organizational goals.

Another factor that affects employee performance is leadership, good leadership and influencing employees to work to advance the organization to achieve company goals. Leadership according to (Marsam, 2020, p. 10) is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership describes a consistent combination of philosophies, skills, traits and attitudes that underlie one's behavior. Leadership is one of the determining factors in improving employee performance, because the influence of leadership is very effective in providing direction to subordinates for all the work that has been given to achieve organizational goals. According to (Daulay et al., 2017, p. 158) Leadership can be defined as an action or effort to motivate others to want to work or act towards achieving organizational goals set with full awareness and sincerity.

Based on the initial research that the author did, the authors saw some of the problems that exist in the Regional Water Company HM Yamin, namely the low performance of employees, this is evidenced by the lack of ability possessed by an employee so that employees procrastinate in doing a job so that it has an impact on the long completion on the tasks that have been given and the lack of responsibility for the work they do themselves. This can be seen from several employees who procrastinate on a job that should have been completed at that time. There are still some employees who do not obey the regulations related to the number of employees who are late when they come to work. Then based on research related to the leadership style of the Regional Water Company, HM Yamin is a leader who is less assertive in providing direction and less in motivating employees or subordinates. This can be seen from some employees who do not complete their assignments on time and the lack of motivational instructions and directions given from a leader to complete the tasks that have been given in achieving organizational targets.

LITERATURE REVIEW

Performance

For companies, performance appraisal is one of the most important tasks for a manager in a company. Which includes the nature or way of evaluating the performance of an employee which depends on how Human Resources in completing work within an organization. Willingness and skills that exist in an employee must have a creative and effective attitude to do something well. Performance is a real behavior of an employee in displaying the work produced by employees to achieve a desired

goal of a company.

According to (Moehariono, 2012, p. 95) argues that performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Meanwhile, according to (Noor, 2013, p. 271) Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy. According to (Sinambela, 2019) Performance is a set of results achieved in quantity from the achievement of the tasks assigned to a person, or group of people, referring to the standards and criteria for achieving and implementing the work specified. It can be concluded that performance is a manifestation of the work that has been produced or carried out by employees. The results are well recorded so that the level of performance that should be achieved and what happened can be evaluated properly. According to (Abdullah, 2014) Performance is work performance which is the result of implementing a work plan made by an institution carried out by leaders and employees (HR) who work in that institution, both government and company (business) to achieve organizational goals.

Meanwhile, according to (Rismawati & Mattalata, 2018, p. 2) Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by a company or company and to know the positive and negative impacts of an operational policy. Thus it can be concluded that performance is the success or failure of a person or group in doing a job that has been given and assigned to employees by an organization. In the performance results must show the results of the work that has been given with the aim of providing the best and having more benefits. to individual groups and companies and has standard criteria of success as a benchmark that has been given by organizations and companies. Therefore,

Communication

Discipline is the most important operative function of Human Resource Management because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for company organizations to achieve optimal results (Tanjung, 2015, p. 29). According to (Hasibuan & Melayu, 2014) Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

According to Sastrohardiwiryo (2002:30) in research (Katian et al., 2014, p. 1594) Discipline is an attitude of respect, respect for obedience and obedience to the applicable regulations, both written and unwritten, and being able to carry it out and not evading receiving sanctions if he violates the duties and authorities given to him. According to Mangkunegara (Mangkunegara, 2013a, p. 129) work discipline is defined as the implementation of management to strengthen organizational guidelines. According to (Katian et al., 2014) Discipline is a necessary capital in achieving the desired goals. So that the existence of work discipline is very necessary in a company, because in a disciplined atmosphere an organization or agency will be able to carry out its work programs to achieve the goals that have been set. According to (Jufrizen, 2018, p. 406) Discipline is a person's awareness and willingness to obey all company, agency or organization regulations and applicable social norms. According to (Agustina & Bismala, 2014, p. 128) Discipline is a condition that causes and provides encouragement to employees to act and carry out all activities in accordance with established norms and regulations.

According to (Sudaryono, 2017, p. 172) Leadership implies an embodiment of the behavior of a leader, which concerns his ability to lead, while according to (Sukiyat, 2019, p. 11) Leadership is a

relationship that exists within a person or leader that influences others to work together consciously in a task relationship to achieve what the leader wants.

According to (Jufrizen, 2017, p. 146) Leadership is an inherent ability of a person who leads which depends on various factors, both internal factors and external factors.

According to (Timothy, 2016, p. 15) Leadership (Leadhershship) is the ability or power used by leaders to move followers to achieve the vision or goals of the organization. (Daulay et al., 2017, p. 159) Leadership is the process of influencing or setting an example by the leader to his followers in an effort to achieve organizational goals. According to (Astuti & Iverizkinawati, 2018, p. 29) Leadership is a process of influencing and directing the behavior of others, both individuals and groups to achieve certain goals. So it can be concluded that leadership is the ability to command and influence

Work Discipline

Work discipline is the attitude or behavior of someone who shows how the attitude and behavior of an employee shows how he obeys, obeys and obeys the involvement and regulations of a company or organization and applicable social norms. According to (Student, 2016, p. 129) Discipline is an attitude of respect for the rules and regulations of the company, which is in the employee, which causes him to conform voluntarily to the rules and regulations of the company.

Previous research proposed by (Jufrizen, 2018, p. 422); (Jufrizen, 2016); (Faustyna & Jumani, 2015); (Prayogi & Nursiddin, 2019); (Farisi et al., 2020); (Arif et al., 2019); and (Handoko, 2017) explained that the results of the study indicate that work discipline has a positive and significant effect on employee performance. Previous research that has been done (Arda, 2017, p. 57); (Yusnandar et al., 2020); (Arianty, 2016); (Tanjung, 2015) (AE Nasution & Lesmana, 2018); (Hasibuan & Handayani, 2017) shows that discipline has a positive and significant effect on employee performance.

Leadership is basically a process that can influence others, and can also be called leadership to influence, move and direct an employee or group of organizations to achieve a goal. in the efforts of a leader to influence and apply a variety of different leadership in every situation of the company or organization in accordance with the behavior preferred by a leader to be applied to an employee in the company or organization.

Based on this understanding, it is revealed that what is done by a leader or superior has an influence on subordinates, especially it can raise morale and work activities and vice versa. Based on research results (Arianty, 2015); (Rachmawati et al., 2010) that leadership has a positive and significant effect on employee performance. The previous research conducted by (Lina, 2014) based on the results of the regression analysis of leadership has a positive and significant effect on employee performance, while the results of previous research conducted by (Jufrizen, 2017); (Andayani & Tirtayasa, 2019); (Arianty, 2015); (Gultom & Arif, 2017) and (Siagian & Khair, 2018) states that leadership has a positive and significant effect on employee performance.

The influence of work discipline is very influential on the quality of employee performance where employees will improve the quality of themselves to achieve work performance or desired performance. The statement above is in accordance with previous research that has been carried out (Handoko, 2017) explained that the results showed that work discipline had a positive and significant effect on the performance of employees of Bank Rakyat Indonesia Putri Hijau Medan Branch. Previous research that has been done (Liyas & Primadi, 2017) shows that work discipline has a significant positive effect on employee performance.

Meanwhile, the leadership style variable has a major effect on employee performance, which

employee performance increases is influenced by leadership in an organization. Based on research results (Rachmawati et al., 2010) that the leadership variable has a positive and significant effect on employee performance. The previous research conducted by (Ariyanty, 2016, p. 409) based on the results of regression analysis leadership has a positive and significant effect on employee performance. And the results of previous research conducted (Siagian & Khair, 2018) states that leadership has a positive and significant effect on employee performance.

METHODS

The research approach carried out by the researcher is to use an associative and quantitative approach, this is because each object under study has a relationship or relationship with each other. According to Juliandi and Irfan (2013, p. 90) associative research aims to analyze the problem of the relationship between one variable and other variables. The operational definition aims to see the extent to which the variables of one factor are related to the variables of other factors. From this study the operational definition is employee performance (Y) is a function of the desire to do the work, the skills necessary to complete the task, a clear understanding of what is done and how to do it according to Porter and Edward in Wibowo (2010, p. 99). Work discipline (X1) is the process by which information is exchanged and understood by two or more people, usually with the intention of leading or influencing behavior. Richard (2006, p.272). Leadership (X2) is Leadership is a person's awareness and willingness to obey all company regulations and applicable social norms. Hasibuan (2014, p. 193).

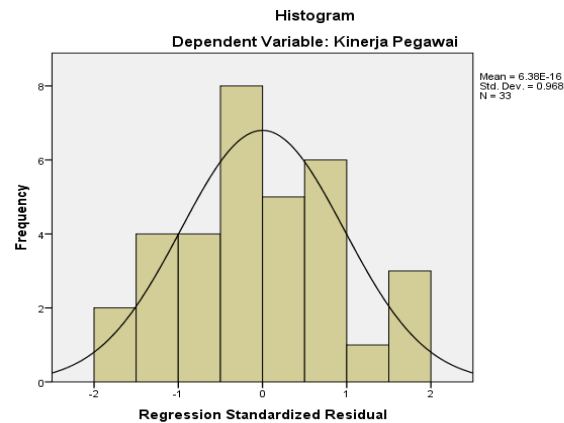
The definition of population according to Sugiyono (2016, p.80) is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied, then conclusions are drawn. In this case, the population is all employees at the PDAM Tirtanadi office, HM Yamin Medan Branch, namely 33 people. According to Sugiyono (2016, p.81) The sample is part of the number and characteristics possessed by the population. So the writer in his sampling technique uses nonprobability sampling which includes saturated sampling, which is a sampling technique when all members of the population are used as samples. So that the sample in this study amounted to 33 people. To obtain complete and thorough data in the research, the data collection techniques used are: Interviews, Documentation and Questionnaires. The analytical technique used in this research is associative research data analysis, namely research conducted to find the effect of one variable with another variable. Where in this study, multiple regression analysis techniques to measure the effect of motivation and workload on performance, Classical Assumptions, Hypothesis Testing, Coefficient of Determination.

RESEARCH RESULTS AND DISCUSSION

Classic assumption test

Normality

The data normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. Testing the normality of the data in this study was carried out by looking at the histogram graph and the normal P-Plot image



Picture 1
Histogram to test for normality

In normalizing the data with a normal p-plot, the variable data used will be declared normally distributed. This happens because the residual points come from data with a normal distribution and follow a diagonal line or a linear line.

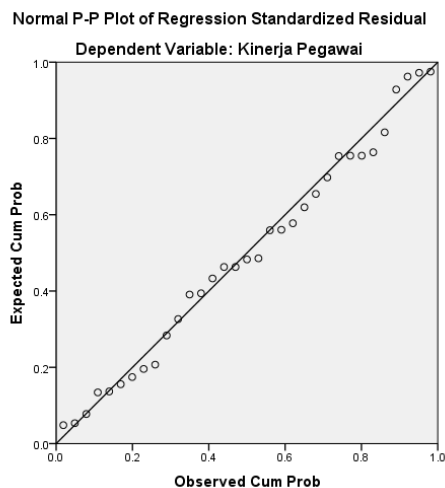


Figure 2

In the normal P-Plot graph above, it can be seen that the points are spread out and are located around the diagonal line and in the direction of the diagonal line, thus it can be concluded that the employee performance variable can be said to be normal.

Multicollinearity Test

Multicollinearity test is needed in a study that has more than one independent variable. This is to find out whether in a regression model there is a relationship or correlation between the independent variables. With the classical statistical assumption test, multicollinearity can be detected from the SPSS output in the coefficients table and collinearity diagnostics table. If the value of the variance inflation factor (VIF) is not more than 10 and the tolerance value is not less than 0.1, then the model can be said to be free from multicollinearity.

Table 1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	11,760	14,886		.790	.436		
Work discipline	1975	1.585	2,669	2,245	.003	.091	1,945
Leadership	2,355	1.209	1.047	2,948	.001	.091	1,945

a. Dependent Variable: Employee Performance

Source: SPSS processing results, 2019

Each variable (work discipline and leadership) has a VIF value of 1.945, a tolerance value of 0.091, meaning that both variables are free from multicollinearity (because it does not exceed 4 or 5).

Heteroscedasticity Test

Testing the occurrence of differences in residual variance from one observation period to another observation period, or a description of the relationship between the predicted value and the studentized deleted residual value. How to predict the presence or absence of heteroscedasticity in a model can be seen from the scatterplot image pattern. in the multiple regression model there is no heteroscedasticity. If the points spread above and below or around the number 0 then the regression model does not occur heteroscedasticity.

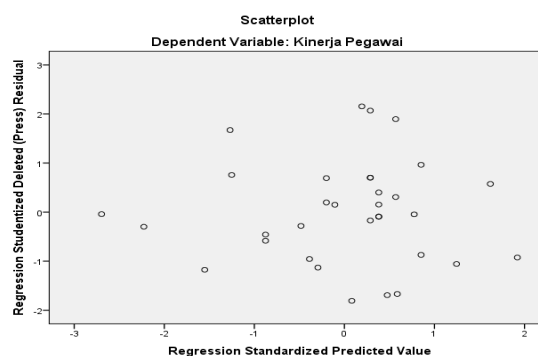


Figure 3.

Employee Performance Residuals Statistics

In the normal scatterplot graph above, it can be seen that the points are spread out and are

around the number 0. Thus, it can be concluded that the employee performance variable can be said to be normal.

Research Hypothesis

Multiple Linear Regression

This test uses the criteria if $t_{count} > t_{table}$, then H_a is accepted and H_0 is rejected or the independent variable has a significant effect on the dependent variable. And if $t_{count} < t_{table}$, then H_a is rejected and H_0 is accepted, or the independent variable has no significant effect on the dependent variable.

Table 2
T . test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
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a. Dependent Variable: Employee Performance

In this t-test is carried out at degrees of freedom ($nk-1$), where n is the number of respondents and k is the number of variables. For the level of confidence used is 95% or = 5%.

The work discipline variable has a t_{count} of 2.245 > t_{table} 2.039 and a sig. $0.003 < 0.005$ so it can be concluded that the hypothesis H_a is accepted and H_0 is rejected, meaning that the work discipline variable has a partial effect on employee performance. It can be said that the work discipline that occurs in the company is good enough to improve employee performance.

The leadership variable has a t_{count} of 2,948 > t_{table} of 2,039 and a sig value of $0.001 < 0.005$, so it can be concluded that the hypothesis H_a is accepted and H_0 is rejected, meaning that the leadership variable has a partial effect on employee performance. It can be said that with high leadership can improve employee performance.

Partial Test (t test)

Simultaneous test aims to determine whether the independent variables (variables of work discipline and leadership) have a joint influence on the dependent variable (employee performance). This test uses the criteria that if the p -value < of the specified level of significance, the independent variables simultaneously affect the dependent variable, or can see the value of F . If the value of $F_{count} > F_{table}$, the independent variable simultaneously affects the dependent variable. F_{table} can be calculated by means of $df_1 = k - 1$ and $df_2 = n - k$, where n is the number of respondents and k is the number of dependent and independent variables. Then $df_1 = 3 - 1 = 2$ then $df_2 = 33 - 3 = 30$, then the F_{table} is 3,315.

Table 3 F . Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	524,842	2	262.421	3,947	.030b
	Residual	1994,673	30	66,489		
	Total	2519,515	32			

a. Dependent Variable: Employee Performance

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

Based on the table above, it shows that the Fcount value is 3.947 while Ftable is 3.315, so $F_{count} > F_{table}$. Then H_a is accepted and H_0 is rejected so that it can be concluded that the variables X_1 (work discipline), X_2 (leadership) jointly affect the Y variable (employee performance).

F Uji test

The Coefficient of Determination Test aims to determine how much the ability of the independent variable (variable work discipline and leadership) to explain the dependent variable (employee performance) or to find out the percentage of variation in the dependent variable described in the independent variable, then look for the value of R^2 (R square). If the number is closer to one, then the relationship between the two variables is stated to be very strong.

Table 4 R Square Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.456a	.208	.156	8.15409	.208	3,947	2	30	.030

a. Predictors: (Constant), Leadership, Work Discipline

b. Dependent Variable: Employee Performance

It can be seen that the value of $R^2 = 0.208$, meaning that the regression model obtained is able to explain in the variables of work discipline and leadership it can affect employee performance by 20.8%, while the rest (79.2%) is influenced by other variables such as compensation, work environment, motivation which was not examined in this study.

Coefficient of Determination

It can be seen that the value of $R^2 = 0.208$, meaning that the regression model obtained is able to explain in the variables of work discipline and leadership it can affect employee performance by 20.8%, while the rest (79.2%) is influenced by other variables such as compensation, work environment, motivation which was not examined in this study.

DISCUSSION

This study uses 3 (three) variables of work discipline and leadership as independent variables and employee performance as the dependent variable. This study uses primary data obtained from the distribution of questionnaires (questionnaires), with a total sample of 33 respondents. The explanation of each variable is explained as follows:

The Effect of Communication on Employee Performance

Based on the results of the research above regarding the effect of work discipline on the performance of employees of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan stated that the work discipline variable has a t_{count} value of 2.245 > t_{table} 2.039 and a sig. 0.003 < 0.005 so it can be concluded that the hypothesis H_a is accepted and H_o is rejected, meaning that the work discipline variable has a partial effect on employee performance. It can be said that the work discipline that occurs in the company is good enough to improve employee performance.

Openness in speaking, empathy, support and ethics in work discipline have shown conformity with the expected values. This clearly proves that work discipline is one of the factors to improve employee performance. The results of this study are also reinforced by the theory of Robbins (2007, p. 311) which says that work discipline encourages leadership by explaining to employees what needs to be done, how well they do it, and what can be done to improve performance if it is not in line.

Then the results of this study are also in line with research conducted by Dimas (2016) which states that work discipline has an effect on improving employee performance. If effective work discipline can be realized, employee productivity will be higher. With effective work discipline, employees will not be confused in implementing the SOPs made by the company so that the resulting performance is getting better. Employees will feel involved in a two-way work discipline.

The Effect of Work Discipline on Employee Performance Kinerja

Based on the results of the research above regarding the influence of leadership on the performance of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan stated that the leadership variable has a t_{count} value of 2,948 > t_{table} 2.039 and a sig value of 0.001 < 0.005, so it can be concluded that the H_a hypothesis is accepted and H_o is rejected, meaning that the leadership variable has a partial effect on employee performance. It can be said that the presence of high leadership can improve employee performance. An employee who has a high level of discipline will continue to work well even without being supervised by superiors. A disciplined employee will not steal work time to do things that have nothing to do with work. Then the higher the leadership of employees will affect the activities of the agency itself. The results of this study are in line with research conducted by Harlie (2010) which states that there is an influence of leadership on employee performance. Furthermore, research conducted by Yoga Arysyenda also showed similar results, namely the influence of leadership on employee performance.

The Influence of Communication and Work Discipline on Employee Performance.

Regarding the effect of work discipline and leadership on the performance of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan stated that the competency variable has an F_{count} of 3.947 while F_{table} is 3.315, so F_{count} > F_{table} . Then H_a is accepted and H_o is rejected so that it can be concluded that the variables X_1 (work discipline), X_2 (leadership) jointly affect the Y variable (employee performance). These results indicate that work discipline and good leadership can improve employee performance. Work discipline and discipline are closely related to employee performance where an employee must have a disciplined attitude towards himself, also be able to work well with superiors and co-workers for smooth work and improve performance well. In this case work discipline and leadership itself is an effort for employee performance to provide convenience in carrying out work, and produce maximum performance. Therefore, every company management always strives

for employees to have good leadership, and pay attention to the work discipline process between employees who are in accordance with the work, employees will be more enthusiastic about working so that they can produce good performance. The results of this study are in line with previous research conducted by Antonius and Yuniari (2013) showing that work discipline and leadership affect employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and analysis that has been carried out through distributing questionnaires to 33 respondents who are employees of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan, the researchers drew the following conclusions:

Partially, the work discipline variable has a partial effect on employee performance. It can be said that the work discipline that occurs in the company is good enough to improve employee performance. Meanwhile, the leadership variable has a partial effect on employee performance. It can be said that with high leadership can improve employee performance. Then based on the F test that the variables X1 (work discipline), X2 (leadership) jointly affect the Y variable (employee performance). These results indicate that work discipline and good leadership can improve employee performance. These results indicate that work discipline and good leadership can improve employee performance.

Suggestion

Based on the results of the research conducted, the researchers tried to provide suggestions as input, namely as follows:

Work discipline and leadership are closely related to employee performance where an employee must have a disciplined attitude towards himself, also be able to work well with superiors or with other colleagues in order to facilitate the process at work. Therefore, companies must implement and introduce company values and culture to employees. In creating employee performance in accordance with company expectations, the company is expected to be able to provide development and also training to increase employee knowledge in attitude. Then the company can hold a family gathering, activities that blend together are expected to be able to connect the friendship and eliminate gaps that may occur during work

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