

Effects of Leadership, Job Discipline, and Job Satisfaction Employee Performance

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Abstract The purpose of this research is to know leadership, work discipline and job satisfaction as an indicator of the performance of PT employees. ISS Indonesia which is placed in pt area. Ciba Vision Batam. The study sampled 83 respondents. A data source is primary data with a method of collecting data using linkert scale questionnaires. By using simple random sampling to know the respondent's response about each variable. The data analysis techniques used are descriptive analysis and analisis of analisis pathways/parts. The results of the track analysis showed that leadership on employee performance, work discipline to performance karyawan, leadership to job satisfaction, work discipline to job satisfaction and leadership to work disciplines have a significant effect because the t-statistical value is above the t-table (t-table with significance 5% and DF = 78 is 1.990847). The results of the coefficient of leadership paramater to employee performance amounted to 0.153933, work discipline to the performance of karyawan amounted to 0.263547, leadership to job satisfaction of 0.506856, work discipline to job satisfaction of 0.361410 and leadership to work discipline of 0.488510.

Keywords: Leadership, Job Discipline, Job Satisfaction and Employee Performance.

1 Introduction

Based on the author's observations, who are the supervisors of the work area of PT ISS Indonesia employees who are placed at PT. Ciba Vision Batam area for approximately 1.5 years starting from May 2019, several findings were found regarding frequent supervisor changes, poor workforce attendance rates, many workers who do not want to extend their work contracts, and frequent complaints from the management of PT. Ciba Vision Batam regarding the work of PT.ISS Indonesia employees who were placed in the PT.Ciba Vision Batam area in 2019 and 2020. As for PT. Ciba Batam's vision can focus on its main business, namely the process of producing goods so that the expectations of the Management of PT. Ciba Vision Batam is for matters of cleanliness, tidiness, and security in the work area and office entrusted to PT. ISS Indonesia.

To carry out its duties and responsibilities PT.ISS Indonesia requires several work systems such as good leadership, good employee discipline, employee job satisfaction, and good employee performance. Here is all PT.ISS Indonesia employees who are placed in the PT.Ciba Vision Batam area must have a working system starting with good leadership, discipline in work, compliance with the provisions determined by management, and doing work according to PT.ISS Indonesia standards and

also PT. Ciba Vision Batam, in addition to prioritizing Occupational Health and Safety in the workplace, employees must also feel satisfaction at work so that they will get good performance.

Thus, all PT.ISS Indonesia employee teams stationed in the PT. Ciba Vision Batam area must jointly realize the management's desire in terms of providing cleaning services and security services. Where all teams must realize performance in accordance with client expectations, namely a clean, tidy, comfortable, and safe area. By carrying out the duties and responsibilities in accordance with the scope of their respective work and cooperation with related teams in the area of PT. Ciba Vision Batam, hopefully, the results of the work of the PT.ISS Indonesia employee team will be in accordance with the client's expectations.

Table 1. Supervisor Change Data

No	Position	Total	Period	Description
1	<i>Supervisor</i>	1	Jun-19	Supervisor change
2	<i>Team Leader</i>	1	Jul-19	Supervisor change
3	<i>Team Leader</i>	1	Jan-20	<i>Resign</i>
4	<i>Team Leader</i>	1	Nov-20	<i>Resign</i>

Table 2. Cleaner Resign Data

No	Position	Total	Period	Description
1	<i>Cleaner</i>	3	Jun-19	<i>Resign</i>
2	<i>Cleaner</i>	3	Sep-19	<i>Resign</i>
3	<i>Cleaner</i>	2	Apr-20	<i>Resign</i>
4	<i>Cleaner</i>	4	Jun-20	<i>Resign</i>
5	<i>Cleaner</i>	1	Jul-20	<i>Resign</i>
6	<i>Cleaner</i>	4	Sep-20	<i>Resign</i>
7	<i>Cleaner</i>	2	Nov-20	<i>Resign</i>

Table 3. Cleaner Doesn't want to extend the contract

No	Position	Total	Period	Description
1	<i>Cleaner</i>	1	Jun-19	<i>Finish contract</i>
2	<i>Cleaner</i>	7	Dec-20	<i>Finish contract</i>

Table 4. Employee performance quality data

No	Type of Finding	Total	Period	Description
1	<i>Not Confirm Report</i>	1	Nov-19	Salah penggunaan <i>Chemical</i>
2	<i>Not Confirm Report</i>	1	Jan-20	Pekerjaan tidak terdokumentasi
3	<i>Not Confirm Report</i>	1	Mar-20	Pekerjaan tidak terdokumentasi
4	<i>Not Confirm Report</i>	1	Jun-20	Pekerjaan tidak terdokumentasi
5	<i>Not Confirm Report</i>	1	Nov-20	Pekerjaan tidak dilakukan
6	<i>Not Confirm Integrity</i>	1	Nov-20	Pelanggaran Data <i>Integrity</i>

2 Literature Review

2.1 Leadership

Leadership is the ability of leaders to influence their subordinates so that their subordinates are willing to voluntarily carry out work in accordance with the wishes of their leaders [1]. By motivating,

directing, and influencing others to act in a certain way in order to achieve the desired results, one can move others through administration [2].

2.2 Work Discipline

Discipline is a tool used by managers to speak with employees and persuade them to change their behavior. It also helps to develop mindfulness and the readiness to adhere to all company policies [3]. Work discipline refers to a state of mind or attitude among employees toward the rules and regulations of the organization [2].

2.3 Job satisfaction

Job satisfaction is a set of pleasant or unpleasant employee feelings based on material rewards and psychological rewards [4]. Job satisfaction is the degree of positive or negative a person's feelings about various aspects of work tasks, workplace and relationships with fellow workers [5].

2.4 Employee performance

The degree of results achieved on the execution of particular tasks is known as worker execution. Numerous factors that can be grouped into three groups influence everyone's presentation, particularly the speaker's special talent and the board's support [6]. Employee performance is the end result of what an individual has accomplished through his or her behavior while carrying out work-related tasks [2].

2.5 Performance among employees is positively and significantly impacted by leadership

In addition to playing a crucial role in achieving an association or company's ideal goals, management also has an impact on how representatives of the association or organization present themselves to the public. Without great initiative, it will be difficult for an association or organization to achieve ideal results. Great initiative can produce great outcomes for the organization and give representatives a sense of solace while they are working. The same thing [1] said in his research that there was a positive and significant influence of leadership variables on employee performance. The results of this study are in accordance with the hypotheses that have been formulated.

2.6 Employee performance is positively and significantly impacted by work discipline

Discipline is a component of proper control of our bodies. Through discipline, material science is prepared to be diligent and obedient. Also, discipline can be interpreted as repeated assessments and adjustments to build the character of proficiency that naturally occurs in every employee [7]. Research conducted by [8] states that work discipline has a significant effect on the performance.

2.7 Job satisfaction is significantly and favorably influenced by leadership

According to the following expert opinions, there is a close connection between leadership and employee job satisfaction. Given that the company is a human-based business organization, the leadership should be able to balance the needs of the individual with the needs of the group based on interpersonal relationships. Accordingly, it is anticipated that a leader will be able to inspire and foster a positive social environment for workers so that job satisfaction can be attained [9]. Participation in leadership decision-making, particularly democratic leadership, will have an effect on enhancing the relationship between managers and subordinates, boosting morale and job satisfaction, and reducing reliance on leaders [10]. From some of these viewpoints, it can be inferred that leadership and employee job satisfaction are closely related. Positive workplace leadership generally results in an increase in employee job satisfaction, which serves as the foundation for external motivation to keep

employees' goals in line with organizational objectives. Increasing employee job satisfaction can be attributed to effective leadership.

2.8 Employee job satisfaction is positively and significantly impacted by work discipline

That for employees if they are obedient and obedient to the rules, it means that what has been previously desired has been achieved then job satisfaction will be high as well, or if the employee's job satisfaction is fulfilled, work discipline will be carried out properly. This is in accordance with the opinion of [11] which states that "if employee job satisfaction is high, the employee's work discipline will be higher and vice versa". This is consistent with the findings of earlier research by [12], which revealed that "There is a positive and significant relationship between work discipline and employee job satisfaction. As workplace discipline improves, so does employee satisfaction with their jobs.

2.9 Employee performance is greatly impacted by job satisfaction. Employee

Performance is the end result of the quality and quantity of work completed by an employee while carrying out his duties in accordance with the responsibilities assigned to him [13]. [14] states that. Employee performance is a description of the successes attained by the business or organization in its operations. How much an employee contributes to the organization can be used to gauge their performance; performance dimensions include quality, quantity, attendance at work, and cooperative demeanor. According to research findings [15], employee performance is directly and favorably influenced by job satisfaction. The findings of [16] and [17] which also indicate that job satisfaction has a favorable and significant impact on employee performance support the findings of this study.

2.10 Work discipline among employees is positively and significantly impacted by leadership

Leaders can be called the backbone in the development of an organization because without proper and good leadership, as well as a lack of attention, the motivation given by a leader will greatly affect employee discipline at work and in government agencies, employees are strongly asked to be disciplined while working. Because when employees can work in a disciplined manner well, it means that the leader is right to lead his employees in achieving organizational goals. The findings of the study [18] showed that leadership had a significant positive impact on employee work discipline. This means that leadership can be influenced by traits, habits, temperament, character, and personality.

3 Methodology

3.1 Descriptive Analysis Method

Unmistakable Examining Strategy is a critical thinking technique that explores the state of the subject or item under review as individuals, foundations, networks, and others that are currently based on perceptible realities or what is implied by graphic technique. Using the clear examination technique, you can look at the situation from the perspective of a group, an object, a collection of circumstances, a group of ideas, or a group of recent events. The goal of unmistakable examination is to create an accurate, true, and efficient portrayal, picture, or painting of the current realities, qualities, and connections between the peculiarities being examined [19].

3.2 SEM Analysis with Smart PLS

SEM analysis with SmartPLS 2.0 according to this section will describe the methods and information analysis used. The technique used in this research is to use path tracing. The ordered method search relates to the multivariate examination procedure as a variation of the section inspection, section

inspection, especially the basic condition display (SEM) which is the progress of the research. One of the characteristics of a multivariate research strategy is to utilize more than one independent variable with at least one or more hair-bound factors in interpreting multivariate analysis as follows 'Multivariate analysis includes all statistical techniques that analyze simultaneously.

4 Finding and Discussion

4.1 Data Description

After the data is obtained through the distribution of questionnaires, before the data is analyzed, then the data is tabulated in order to get a general, factual, and accurate picture of the research conducted. The results of the distribution of questionnaires conducted on 83 respondents in the PT.ISS Indonesia work area in the PT. Ciba Vision Batam. The Economy Digital.

4.2 Descriptive Analysis

Certain criteria are used, which refer to the average score of the questionnaire category obtained by the respondents, in order to make it simpler to describe the research variables. The five score categories created for the Likert scale and used in the study are used to determine how this category score is used. The criteria referred to according to [20] are as follows:

Table 5. Descriptive Analysis Criteria

Scoring Category Range	Interpretation
1.00 – 1.79	Very low
1.80 -2.59	Low
2.60 – 3.39	Moderate
3.40 – 4.19	High
4.20 – 5.00	Very high

The following table contains the results of the descriptive analysis test conducted on each variable indicator under consideration:

Table 6. Descriptive Statistics of Leadership

<u>Indicator</u> <u>description</u>	<u>N</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Std. Dev</u>	
KEP 1	72	3	5	4.32	0.526	Very high
KEP 2	72	3	5	4.33	0.557	Very high
KEP 3	72	3	5	4.42	0.524	Very high
KEP 4	72	3	5	4.43	0.526	Very high
KEP 5	72	4	5	4.49	0.503	Very high
KEP 6	72	3	5	4.26	0.556	Very high
Total Average				4.38	0.532	Very high

The descriptive analysis test results in Table 4 Point 2 can be explained by the average score the leadership items is in the range of 4.26 - 4.49 with a total average of 4.38. The average value is in the

very good category. This means that the average leadership item is in the very good leadership level category.

Table 7. Descriptive Statistics of Work Discipline

Indicator description	N	Minimum	Maximum	Mean	Std. Dev	
DIS 1	72	4	5	4.43	0.499	Very high
DIS 2	72	4	5	4.42	0.496	Very high
DIS 3	72	4	5	4.50	0.504	Very high
DIS 4	72	4	5	4.42	0.496	Very high
Total Average				4.44	0.499	Very high

The results of the descriptive analysis test in table 4.3 can be explained that the average score of work discipline items is in the range of 4.42 - 4.50 with a total average of 4.44. The average value is in the very good category. This means that the average item of work discipline is in the category of very good work discipline level.

Table 8. Descriptive Statistics of Job Satisfaction

Indicator	N	Minimum	Maximum	Mean	Std. Dev	description
KEPKER 1	72	4	5	4.42	0.496	Very high
KEPKER 2	72	3	5	4.53	0.530	Very high
KEPKER 3	72	3	5	4.43	0.526	Very high
KEPKER 4	72	4	5	4.47	0.503	Very high
KEPKER 5	72	3	5	4.51	0.531	Very high
Total Average				4.47	0.517	Very high

The results of the descriptive analysis test in Table 8 can be explained that the average score of job satisfaction items is in the range of 4.42 - 4.53 with a total average of 4.47. The average value is in the very good category. This means that the average item of job satisfaction is in the category of a very good level of job satisfaction.

Table 9. Descriptive Statistics of Employee Performance

Indicator description	N	Minimum	Maximum	Mean	Std. Dev	
KIN 1	72	3	5	4.36	0.539	Very high
KIN 2	72	4	5	4.50	0.504	Very high
KIN 3	72	3	5	4.43	0.526	Very high
KIN 4	72	3	5	4.38	0.516	Very high
KIN 5	72	3	5	4.44	0.554	Very high
Total Average				4.42	0.528	Very high

The results of the descriptive analysis test in Table 9 can be explained that the average score of employee performance items is in the range of 4.36 - 4.50 with a total average of 4.42. The average value is in the very good category. This means that the average employee performance item is in the category of very good employee performance level.

4.3 SEM Analysis with SmartPLS

Test Indicator / Outer Model with SEM SmartPLS

The relationship between latent variables and their indicators is described by the outer model. If the loading factor value for this research model's initial test is at least 0.50, the indicator test (measurement model) is deemed to be valid. The following table contains more information about these values.:

Table 10. Validity and Reliability Test

Validity	Effect	<i>Original Sample</i>	Status
<i>Outer Loading (Convergent Validity)</i>	KEP 1	0.5235	Valid
	KEP 2	0.776404	
	KEP 3	0.742736	
	KEP 4	0.741571	
	KEP 5	0.765033	
	KEP 6	0.652763	
	DIS 1	0.714346	
	DIS 2	0.767086	
	DIS 3	0.721256	
	DIS 4	0.659015	
	KEPKER 1	0.811373	
	KEPKER 2	0.772034	
	KEPKER 3	0.816416	
	KEPKER 4	0.781633	
	KEPKER 5	0.704702	
	KIN 1	0.780944	
KIN 2	0.85092		
KIN 3	0.834767		
KIN 4	0.784634		

Based on the aforementioned table, it can be concluded that all indicators are reliable because the factor loading value is above 0.50 and the loading value is above 0.70 for the composite reliability of all variables. The results of the Bootstrapping test are shown in the following image, and they are as follows. A t-statistical test was used to generate the data shown in the Bootstrapping image above. This number will provide a precise explanation for the hypothesis. It is also possible to present the test data results in tabular format to make it simpler to analyze the study's findings. Tabular representations of the data are shown below. Here is a more thorough explanation of the values than the tester of the aforementioned information.

5 Conclusion

Hereby the authors conclude that all indicators have a significant and positive effect on each indicator, with the following explanation:

1. Since it is based on the results of the t-statistical test, which has a value of 4.223235, leadership has a positive and significant impact on employee performance.
2. Since work discipline is based on the findings of the t-statistical test, which has a value of 3.648963, it has a positive and significant impact on employee performance.
3. Employee job satisfaction is positively and significantly impacted by leadership because it is based on t-statistic test outcomes with a value of 5.715730.
4. Because it is based on the results of the t-statistical test, which has a value of 2.810963, work discipline has an impact on employee performance satisfaction that is both positive and significant.
5. Because it is based on the results of the t-statistical test, which has a value of 4.223235, leadership has a positive and significant impact on work discipline.
6. The results of this investigation indicate that there is no effect of position fulfillment on worker performance by proving that the results of speculation testing using SmartPLS 2.0 are invalid. The results of this test can be seen on the T-measurable test using SmartPLS 2.0.

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