

The Influence of Leadership and Work Discipline on Employee Performance in Regional Drinking Water Company (PDAM)

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Abstract

This research aims to determine and analyze the influence of leadership and work discipline on the performance of PDAM Tirta Mangkaluku employees. The population of this research is employees of PDAM Tirta Mangkaluku while the sample of this research is 177 people. This type of research uses a quantitative approach. The data used in this research is primary data obtained directly using questionnaires and direct observation. The analytical method used in this research is multiple linear regression analysis. The results of this research show: Leadership has a positive and significant effect on employee performance. PDAM Tirta Mangkaluku. Work discipline has a positive and significant effect on employee performance. PDAM Tirta Mangkaluku.

Keywords: Leadership, Work Discipline, Employee Performance

1. Introduction

An organization always involves people interacting intensively with each other. The process of interaction with each individual's characteristics and many interests that shape the lifestyle, behavioral patterns and work ethics that will characterize the condition of an organization [1]. Leadership and organization are two concepts that cannot be separated from one another. This means that leadership without organization means that self-actualization cannot be expressed optimally. Even individual managerial abilities in mobilizing people to carry out group activities are not visible [2]. On the other hand, in an organization without leadership, group activities are not directed and achieving goals does not become easier and more effective [3].

Research conducted [4] stated that leadership is a person's ability to influence other people (their subordinates) in such a way that the other person is willing to carry out the leader's wishes even though personally they may not like it. Leadership is also the backbone of organizational development because leadership is a way for leaders to influence the activities of individuals or groups so that they want to cooperate and work productively to achieve organizational goals [5]. A leader in an organization is a very important factor in influencing a group of individuals and must have achievements in order to strengthen the obedience of his subordinates to him. Leadership has many definitions depending on which perspective is used. Leadership can also be seen as a group, figure, function, and process, without good leadership it will be difficult to achieve goals in an organization [6].

Work discipline is a critical aspect in achieving efficiency and effectiveness in the workplace. When employees have a high level of discipline, they tend to create a productive and harmonious work environment. Work discipline refers to a person's ability to comply with the rules, norms and responsibilities in the work environment. [7] states that discipline is

management steps aimed at encouraging members to comply with various requirements and standards that must be followed and fulfilled. This involves a person's attitude, behavior and responsibility towards their work. Work discipline is important for achieving individual, team and organizational goals as a whole. Discipline is a process that is able to develop a person's motivation to support and improve the achievement of organizational goals objectively, through compliance with the rules that apply within the organization [8].

Performance employee behavior is organizational behavior that is directly related to the production of goods or delivery of services. Information about organizational performance is a very important thing to use to evaluate whether the work processes carried out by the organization so far are in line with the expected goals or not [9]. However, in reality, many organizations lack or even rarely have information about the performance of their organization. According [10] that "employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to [11] explains that "performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time.

Performance is a person's overall level of success during a certain period in carrying out tasks with various possibilities, such as work standards, targets, objectives or criteria that have previously been mutually agreed upon [12]. There are several indicators in measuring employee performance, namely Quality. Work quality is measured by the employee's perception of the quality of the work produced as well as the perfection of tasks regarding the employee's skills and abilities (Windaryadi, 2018). Quantity Is the amount produced expressed in terms such as number of units, number of activity cycles completed [13]. Timeliness is the degree to which activities are completed at the start of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Effectiveness is the degree to which the use of organizational resources (energy, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources [14].

Independence is the level of an employee who will later be able to carry out his work functions. Work commitment. This is a level where employees have a work commitment to the agency and employee responsibility towards the company [15]. The influence of leadership and work motivation on employee performance in an organization can be realized through developing employee performance and leaders in an organization must always pay attention to their employees and always provide good work motivation in the form of quality facilities and tools [16]. As for the efforts made in organizations, namely the importance of leadership and work motivation in an organization and agency is very influential [17], because in an organization when there is no leader, the organization's leadership will be destroyed when no one controls its subordinates, and work motivation will not be maintained when there is no leader who always provides direction and motivation in whatever form the subordinate can carry out [18].

Discipline and work motivation have a role in improving employee performance, the longer an employee occupies a position in accordance with his responsibilities, the more

knowledge he will gain [19]. With the work experience that employees of the regional drinking water company (PDAM) Palopo City have, employees will know how to make customers feel satisfied with the services provided by the company. The Regional Drinking Water Company (PDAM) of Palopo City is a business entity owned by the regional government which functions to serve the livelihoods of many people and at the same time extract public funds through obtaining profits from its business which can be reused in building the facilities and infrastructure needed by the community through the regional budget.

As for the explanation above, the author took research, namely "The Influence of Leadership and Work Discipline on Employee Performance in Regional Drinking Water Companies (PDAM)". In this research, the aim to be achieved is to find out whether leadership and work discipline influence employee performance.

2. Methodology

This research is associative research with a quantitative approach to analyzing the causal relationship between the variables studied. In this study, we examine correlational relationships to see whether two or more variables have an influence or not, and how big that influence is.

This research was carried out at PDAM Tirta Mangkaluku, Palopo City, located at Jl. Pongsimpin No.14 Murante Village, Mungkajang District, Palopo City, South Sulawesi Province. This research was carried out from November to December 2023.

Population and Sample

The population and sample in this study were 316 employees of PDAM Tirta Mangkaluku, Palopo City, and the researcher determined a random sample of 177 people.

In determining the sample size, researchers used the Slovin formula as follows:

Where:

n = Number of Samples

N = Number of Population

e = Trust Level (5%)

The total population reached 316, the results were obtained as follows:

$$n = 316 / (1 + 316 (0,05)^2) = 177$$

The sample from the results of the Slovin formula calculation was 177. So, the researchers took a sample of 177 PDAM Tirta Mangkaluku employees.

Data types and sources

In this research the author used a quantitative type of research. Quantitative research is a type of research that emphasizes testing theories through measuring research variables with numbers and requires data analysis and statistical procedures [20].

Method of collecting data

The data collection technique used by the author in this research is a data collection technique using a questionnaire. According [21] a questionnaire is a data collection technique that is carried out by giving a series of questions or written statements to respondents to answer. Questionnaires are an efficient data collection technique so that researchers know

exactly the variables to be measured and know what to expect from respondents. This research questionnaire consists of 15 statement items. After all respondents' answers are collected, the statement items for each variable will be measured using a Likert scale consisting of a scoring guideline of 1 to 5.

3. Result and Discussion

Validity test

The validity test is carried out to determine that the questionnaire statement is valid. The questionnaire statement is considered if the calculated r value $>$ table r value.

Table 1. Validity Test

Variable	Indicator	R count	R table	Information
Leadership (X1)	X1.1	0.583	0.146	Valid
	X1.2	0.522	0.146	Valid
	X1.3	0.483	0.146	Valid
	X1.4	0.501	0.146	Valid
	X1.5	0.587	0.146	Valid
Work Discipline (X2)	X2.1	0.474	0.146	Valid
	X2.2	0.470	0.146	Valid
	X2.3	0.512	0.146	Valid
	X2.4	0.458	0.146	Valid
	X2.5	0.538	0.146	Valid
Performanc e (Y)	Y.1	0.575	0.146	Valid
	Y.2	0.550	0.146	Valid
	Y.3	0.478	0.146	Valid
	Y.4	0.495	0.146	Valid
	Y.5	0.481	0.146	Valid

Based on the validity test results in table 1 above, it is stated that the results of the questionnaire statement are valid because the calculated r results are greater than the r table.

Reliability Test

Reliability testing was carried out to determine the reliability of the questionnaire. Reliability tests are carried out on variables that are valid.

Table 2. Reliability Test

Variable	Crombach's alpha	Standard	Information
Leadership	0.797	0.6	Reliable
Work Discipline	0.725	0.6	Reliable
Performance	0.754	0.6	Reliable

Based on the results of the reliability tests that have been carried out, it shows that all variables are declared reliable because the Crombach's alpha value is $>$ 0.60.

Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test

Model	Coefficientsa			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	11,402	1,805		6,318	,000
Leadership	,182	,062	,209	2,925	,004
Work Discipline	,297	,071	,297	4,162	,000

In table three above, it can be seen that the regression equation in this research is as follows:

$$Y = 11.402 + 0.182X_1 + 0.297X_2$$

Information:

Y = Performance

X₁ = leadership

X₂ = Work Discipline

e = Standard error

1. The constant alpha value = 11,402, which means this value will be constant or fixed if the performance variables and work discipline do not change
2. The coefficient value
3. The coefficient value

t test

Table 4. T test

Model	Coefficientsa			Q	Sig.
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	11,402	1,805		6,318	,000
1 Leadership	,182	,062	,209	2,925	,004
Work Discipline	,297	,071	,297	4,162	,000

1. Based on the results of the t test in table four above, the significant value of the leadership variable on employee performance is $0.004 < 0.05$ and the calculated t value

is $2.925 > t$ table 0.1973 . So it can be concluded that leadership influences employee performance.

- Based on the results of the t test in table four above, the significant value for employee performance is $0.000 < 0.05$ and the calculated t value is $4.162 > t$ table 0.1973 , so it can be concluded that work discipline has an effect on employee performance.

Test f

Table 5. f test

ANOVAa						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	174,209	2	87.105	16,568	,000b
	Residual	914,774	174	5,257		
	Total	1088.983	176			

Based on the five f test tables above, the significant value of leadership and work discipline on employee performance is $0.000 < 0.05$ and calculated f is $16,568 > f$ table 3.05 so it can be concluded that leadership and work discipline have a positive and significant effect on employee performance.

Coefficient of Determination Test

Table 6. Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400a	,160	,150	2,293

Based on the results of table six above, the adjusted R Square value is 0.150 or 15% . Employee performance can be explained by leadership and work discipline. The remaining 85% is influenced by other variables not included in this research.

Discussion

The Influence of Leadership on Employee Performance

Based on the results of the analysis carried out previously, the calculated t value was obtained $2.925 > t$ table 0.1973 with a significant value of $0.004 < 0.05$. So it can be concluded that leadership variables influence employee performance variables. This research is in line with research conducted [22] where leadership influences employee performance.

The Influence of Work Discipline on Employee Performance

Based on the results of the analysis carried out previously, the calculated t value was $4.162 > t$ table 0.1973 with a significant value of $0.000 < 0.05$. So it can be concluded that work discipline variables influence employee performance variables. This research is in line with that carried out by (Kusumayanti et al., 2020) where discipline has a significant effect on employee performance.

4. Conclusion

Based on the results of the research and discussion previously explained, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on employee performance
2. Work discipline has a positive and significant effect on employee performance.

Suggestion

Based on the conclusions outlined above, several suggestions are made as follows:

1. Leaders should be able to influence the behavior of their subordinates, be role models in both words and deeds, provide inspiration, and be ready to face the challenges of future change.
2. Work discipline must pay attention to factors that can improve performance, including work discipline leadership.

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