

The Effect of Leadership Style, Discipline and Organizational Culture on Employee Performance with Job Satisfaction as Intervening Variable (Case study at the Tegal City DPRD Secretariat Office)

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Abstract. The study involved 30 participants who were employees of the Tegal City DPRD Secretariat, all of whom were civil servants (ASN). Data collection utilized a questionnaire, and the analysis encompassed assessing the validity and reliability of the instrument, conducting descriptive statistics, and performing quantitative analysis. Based on the analysis and hypothesis testing, several conclusions were drawn. Firstly, there was no positive influence of leadership on employee performance. Secondly, discipline did not exhibit a positive impact on employee performance. Thirdly, organizational culture significantly influenced employee performance in a positive manner. Fourthly, no significant relationship was observed between job satisfaction and employee performance. Fifthly, leadership did not have a positive effect on job satisfaction. Sixthly, there was a significant positive effect of discipline on job satisfaction. Seventhly, organizational culture influenced employee job satisfaction. Furthermore, job satisfaction was found to have no significant mediating effect on the relationship between leadership and employee performance, discipline and employee performance, as well as organizational culture and employee performance.

Keywords: Participatory leadership, discipline and organizational culture, job satisfaction, employee performance

1. Introduction

Human resources play a crucial role within an organization as they are directly involved in executing various organizational activities and contribute to the overall advancement of the organization towards its stated objectives. Considered as the most valuable asset, human resources require effective management and development to ensure the sustained success of the organization in attaining its goals. The Secretariat of the Tegal City Regional People's Representative Council (DPRD) serves as a government institution with a pivotal role in fulfilling its responsibilities. Apart from providing support to the mayor and deputy mayor, the Secretariat also strives to deliver essential government services to the community. The DPRD Secretariat's task is to manage the secretariat and financial management to support the fulfillment of the duties and responsibilities of the DPRD group members as well as to prepare and coordinate the experts needed by the DPRD in their work. Employees in the Tegal City DPRD Secretariat Office, both ASN and non ASN, are required to have high work discipline and good organizational culture and can be actualized through optimizing employee performance in accordance with their respective fields of work. The function of the DPRD secretary is to formulate policies which will then be delegated and elaborated on by the heads of sections and will be carried out by heads of sub-sections with their subordinate staff in carrying out their main duties and functions. The problem that often occurs in the DPRD work environment is regarding the level of employee discipline and the character of a leader and of course this affects the performance of the organization. Leaders who are less able to be assertive towards their subordinates, and there is no good communication between leaders and subordinates in conveying the vision and mission and tasks of the organization, so that this results in low knowledge, dedication and loyalty from employees, employees are only loyal to their superiors, but less loyal to the vision, mission and tasks of the organization.

2. Literature Review

2.1. Employee Performance

The term "performance" originates from the idea of job performance, also referred to as actual performance, which encompasses the outcomes and accomplishments of an employee's work in both quality and quantity. It involves the extent to which an employee fulfills their responsibilities and carries out their duties in accordance with their assigned tasks. [1] Performance is also the outcome of work performance, which involves comparing the achieved work results with predetermined work standards. [2]. [3] Performance is the outcome of work accomplished by individuals or a collective group within an organization, aligning with their designated roles and responsibilities. It involves striving to achieve organizational objectives in a lawful manner, adhering to moral and ethical principles, and complying with statutory regulations. Employee performance serves as an indicator of an organization's effectiveness and accomplishment..[4]

2.2. Leadership

Leadership entails an individual's capacity to identify strategies, devise plans, and act as a source of motivation for their subordinates, thereby fostering the achievement of effective and efficient performance. [5]. Leadership is the ability to influence other people in a group to achieve certain goals[6]. Leadership is aspiration and creative enthusiasm as well as moral strength that is able to influence members to change their attitudes so that they can follow the wishes of their leaders [7]. Hakim's opinion [8]leadership is an individual's ability to influence, provide greater motivation, have confidence in followers, and be able to commit to predetermined organizational goals and enable others to contribute effectively to the success of the company. [9] argues that leadership is an attempt to use a style to influence other people but not force it to motivate individuals to achieve goals.

2.3. Discipline

According to [10], work discipline is the conscious and regular behavior of employees to be willing to carry out their duties and obligations properly and teach employees to comply with organizational rules, procedures and policies in order to produce better performance. Opinion from [10]a high level of discipline in employees can increase the work output produced by employees in the organization. [11] argues that there is a direct influence from work discipline on the level of employee performance.

2.4. Organizational Culture

The term "culture" originates from the Sanskrit word "buddhayah," derived from "buddi," meaning mind or reason. Organizational culture is a crucial framework in managing and carrying out functional activities within an organization. As defined by Koentjaraningrat, culture encompasses the thoughts, behaviors, and achievements of individuals in their social interactions, serving as a reflection of their identity as they learn and develop an understanding. [10]. According to [12], Work culture refers to a collection of underlying assumptions or a framework of shared beliefs, values, and norms established within an organization. These cultural elements serve as guidelines for members' behavior and problem-solving approaches, promoting adaptation and internal integration. Without a well-defined set of cultural values, organizations may encounter challenges in attaining their predetermined objectives. The values embraced by the majority of organizational members as legitimate rules of engagement shape the organization's culture and contribute to its overall functioning.

2.5. Job satisfaction

Job satisfaction is a complex blend of attributes derived from various aspects of work, the surrounding environment, personal traits, and emotions. It is a dynamic concept that can be influenced by factors such as changes in colleagues, supervision, and the organizational structure, and it is subject to fluctuations over time. [13]. Job satisfaction is frequently regarded as a composite of diverse emotions, values, and perceptions that individuals hold regarding the tasks associated with their employment. [13]. Job satisfaction is described as an individual expression regarding their level of well-being related to their workload and activities [14]. Job satisfaction can be described as a broad attitude towards one's work that reflects the disparity between the rewards workers receive and the rewards they believe they should receive. [15].

3. Method

The research employed a quantitative approach, which can be defined as a research methodology rooted in the positivist philosophy. It aims to investigate specific populations or samples by utilizing research instruments for data collection, and employs quantitative and statistical techniques for data analysis. The purpose is to test predefined hypotheses and draw conclusions based on empirical evidence. [16].

a. Research Locations

The location of the research is the object of study where the research action is carried out. The research will be conducted at the Tegal City DPRD Secretariat Office which is located at Jalan Pemuda No. 4, Tegalsari, West Tegal sub-district, Tegal City.

b. The subjects of this study were ASN employees who worked at the Secretariat Office of the Tegal City DPRD, with a total of 30 employees.

c. Research sample this study used a sample of ASN employees who worked in the Tegal City DPRD Secretariat office environment of 30 employees.

4. Discussion

4.1. The influence of leadership on employee performance.

Based on the analysis results, it is observed that the path coefficient hypothesis test yields a t-Statistics value of 0.419, which falls below the critical threshold of 1.98. Furthermore, the p-value of 0.675 exceeds the predetermined significance level of 0.05. Consequently, it can be deduced that there is no statistically significant impact of leadership on performance.

4.2. The effect of discipline on employee performance.

Based on the analysis results, it is evident that the hypothesis test for the path coefficient demonstrates a t-Statistics value of 0.593, which is below the critical threshold of 1.98. Additionally, the p-value of 0.553 exceeds the predetermined significance level of 0.05. Hence, it can be concluded that there is no statistically significant impact of discipline on employee performance. The variable of work discipline was determined to have no effect on employee performance in the present study.

4.3. The influence of organizational culture on employee performance

Based on the analysis results, it is evident that the path coefficient hypothesis test yields a t-Statistics value of 3.144, which exceeds the threshold value of 1.96. Additionally, the p-value is 0.020, which is lower than the significance level of 0.050. These findings indicate that there is a significant influence of the organizational culture level on employee performance. Therefore, the hypothesis stating a positive relationship between the organizational culture variable and employee performance is supported by the results.

4.4. The influence of leadership on job satisfaction.

The analysis results indicate that the path coefficient hypothesis test reveals a t-Statistics value of 0.285, which is less than the critical value of 1.96. Additionally, the p-value is 0.776, suggesting that it is greater than the significance level of 0.05. Therefore, it can be concluded that

leadership does not have a direct positive and significant influence on employee performance. In other words, the results indicate that there is no significant relationship between leadership and employee performance in this study.

4.5. The influence of organizational culture on job satisfaction.

From the analysis results, it is evident that the path coefficient hypothesis test reveals a t-Statistics value of 3.994, which exceeds the critical value of 1.96. Moreover, the p-value is 0.000, indicating that it is less than the significance level of 0.05. These findings suggest that discipline has a significant positive effect on job satisfaction. In other words, the results imply that discipline is positively associated with job satisfaction.

4.6. The influence of organizational culture on job satisfaction.

According to the analysis results, the path coefficient hypothesis test shows that the t-Statistics value is 1.421, which exceeds the critical value of 1.96. Additionally, the p-value is 0.002, which is lower than the significance level of 0.05. These findings indicate that organizational culture has a significant positive effect on job satisfaction. In other words, the results suggest that organizational culture is stated to have a positive influence on job satisfaction..

4.7. The effect of job satisfaction on employee performance.

From the analysis results, it is observed that the path coefficient hypothesis test yields a t-Statistics value of 1.705, which is below the critical value of 1.96. Additionally, the p-value of 0.088 is greater than the significance level of 0.05. These findings indicate that job satisfaction does not have a significant effect on employee performance. Thus, in this study, the variable of job satisfaction is found to have no impact on employee performance.

4.8. The influence of leadership on employee performance through job satisfaction as a mediator.

The analysis results indicate that the path coefficient hypothesis test shows a t-Statistics value of 0.248, which is below the critical value of 1.98. Moreover, the p-value of 0.804 is greater than the significance level of 0.05. These findings suggest that there is no significant impact of leadership on employee performance when job satisfaction acts as a mediator.

4.9. The influence of leadership on employee performance through job satisfaction as a mediator.

The analysis results indicate that the hypothesis test for the path coefficient yielded a t-Statistics value of 0.248, which is less than the critical value of 1.98. Additionally, the p-value of 0.804 is greater than the significance level of 0.05. These findings suggest that there is no significant influence of leadership on employee performance when considering job satisfaction as a mediator.

4.10. The influence of leadership on employee performance through job satisfaction as a mediator.

According to the analysis results, the hypothesis test for the path coefficient reveals a t-Statistics value of 0.248, which is less than the critical value of 1.98, and a p-value of 0.804, which is greater than the significance level of 0.05. These findings indicate that leadership does not have a significant impact on employee performance when job satisfaction is considered as a mediator..

5. Conclusion

The analysis and testing of the hypotheses yielded several findings, which can be summarized as follows:

1. Leadership does not have a significant impact on employee performance.
2. Work discipline does not significantly influence employee performance.
3. Organizational culture has a positive and significant effect on employee performance.
4. Leadership does not have a significant impact on job satisfaction.

5. Work discipline has a positive and significant effect on job satisfaction.
6. Organizational culture has a positive and significant effect on job satisfaction.
7. Job satisfaction does not significantly influence employee performance.
8. Job satisfaction does not act as a mediating variable between leadership and employee performance.
9. Job satisfaction does not act as a mediating variable between work discipline and employee performance.
10. Job satisfaction does mediate the relationship between organizational culture and employee performance.

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