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The Effect of Leadership Style and Job Satisfaction on Employee Work Discipline at the Tanah Datar Education Office

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Abstract: This study aims to reveal and analyze: (1) The effect of leadership style on employee job satisfaction at the Tanah Datar Education Office, (2) The influence of leadership style and job satisfaction on employee work discipline at the Tanah Datar Education Office. This type of research is associative descriptive research. The data analysis technique used is descriptive analysis and inductive analysis using path analysis techniques with the SPSS Version 1 5.00 program . The research results show that: (1). leadership style has a significant effect on work discipline , (2). Job satisfaction has a significant effect on work discipline , (3). Leadership style And Job satisfaction has a significant effect on work discipline .

Keywords: Leadership Style, Job Satisfaction, Work Discipline .

INTRODUCTION

Good Governance and Clean Government as the basis for regional autonomy embodied in Law Number 32 of 2004 which aims to form a better government. This can raise hopes as well as challenges for all civil servants, because with autonomy, they have to take initiative and take a bigger role according to their abilities and needs. Like it or not, they are required to be honest, highly disciplined, dedicated so as to produce employees who have work discipline. high regard for work and organization. In order to realize the entire government administration structure which is capable of guaranteeing the smoothness and integration of tasks, functions of government administration and development so as to create good governance, it is urgently needed personnel resources who are reliable, professional, have high dedication and are able to carry out the tasks entrusted to them in an efficient manner. efficient and effective.

If employees have high work discipline then these employees have a tendency to behave positively towards organizational goals. Conversely, employees who have low work discipline will behave negatively towards organizational goals and can even harm the

organization. This can be seen from the negative behavior of the Tanah Datar Education Office employees, such as their low level

obedience and obedience in carrying out the task of maximum government administration services for the community.

Based on the results of observations in the field, the work discipline of employees at the Tanah Datar Education Office is still low in terms of employee absenteeism. This is reflected in: the low work discipline of employees in terms of complying with the rules, some employees arrive late and go home early, it is found that several employees are not working according to their duties and some are just sitting and just being present in their room, the low level of employee compliance with norms -norms that apply in the organization, such as the number of employees leaving the office during working hours, as well as the unwillingness of employees to accept *punishment* for the consequences of violations committed within the organization. We can see this from the following list of employee attendance recapitulation at the Tanah Datar Education Office from January to June 2013:

Table 1. Absenteeism of Tanah Datar Education Office employees January - June 2013

Month	Number of employees (Person) (JK)	absence			Working days (Day) (HK)	Absenteeism rate $AK = \frac{KH}{JK \times HK} \times 100\%$
		S	I	A		
January	68	26	28	12	21	4.62%
February	65	29	22	9	20	4.62%
March	65	41	20	8	19	5.59%
April	62	24	23	33	22	5.87%
May	62	23	9	16	22	3.52%
June	64	19	31	5	19	4.52%

Source: General Affairs and Personnel Section of the Tanah Datar Education Office in 2013

Based on Table 1 in The above shows an increase in the absenteeism rate from January to April , from 4.62 % to 5.87 % . Absenteeism increased again from March to June . The highest absenteeism rate occurred in April amounting to 5 , 87 % . This condition shows that the level of employee absenteeism at the Tanah Datar Education Office is still high. This is because employee work discipline is still low, namely employees who often do not come to work without explanation and do not comply with existing regulations.

Starting from the phenomena that occur regarding employee work discipline at the Tanah Datar Education Office, it is suspected that there are several factors that influence employee work discipline, one of which is leadership style . According to Newstrom (Nitisemito, 2000:90) explains that the level of employee discipline is influenced by several factors such as: 1) the level of commitment to the task, 2) the provision of fair rewards, 3) work motivation, 4) job satisfaction, and 5) leadership .

Leadership style also influences employee work discipline, where leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes that are often applied by a leader when he tries to influence the work discipline of his subordinates (Tampubolon 2007). Therefore, a leader who has a leadership style is needed in planning, directing, coordinating, and supervising employee behavior. Because in a company leadership plays an important role, because the success of the organization is determined by the ability of the leader to coordinate his subordinates, so that employees are more motivated in each job and have high morale in completing their work.

From the results of interviews that the author conducted with several employees at the Tanah Datar Education Office, the writer found that the tendency of the leadership style carried out by the head of the Tanah Datar Education Office tends to be a Laissez Faire leadership style. The laissez faire leadership style is the free rein leadership style. This

approach does not mean there is no leadership at all. This style assumes that a task is presented to a group that usually determines their own techniques for achieving that goal in order to achieve organizational goals and policies. (Pasolong, 2010:46-47)

An effective leadership style must be able to achieve organizational goals on time. Because effective leadership can carry out planning well too. Effective leadership always utilizes cooperation with subordinates to achieve organizational goals. Therefore leadership is needed in achieving company goals, especially in improving the work discipline of its employees. Even though the leadership style of the head of the Tanah Datar Education Office is the Laissez Faire leadership style, there is still a non-conducive work atmosphere, including employees often joking while working, relaxing, and employees feel the leader lacks enthusiasm and lacks leadership attention to employees.

Furthermore, the problem that the author encountered based on interviews with several employees at the Tanah Datar Education Office, that employees feel that leaders lack enthusiasm and lack of attention from leaders for employees, leaders who fully give responsibility for work to their subordinates and do not guide employees in work, thus resulting in employees who are not serious in completing their work and the work discipline produced by employees is low. This shows that the leader gives too much freedom to his subordinates so that employees are not properly controlled at work. The freedom given by the leader makes employees feel free to work, many employees often leave the office during working hours.

It is better if the head of the Tanah Datar Education Office can use a leadership style according to the existing situation, and not just use one leadership style. According to Fiedler in Sutrisno (2009: 224) no one can become a successful leader by only applying one type of leadership style for all situations. For this reason, successful leaders must be able to apply different leadership styles according to different situations.

style factors, job satisfaction felt by employees is also related to employee work discipline in carrying out work. Job satisfaction is a person's feeling of pleasure that comes from the perception of fulfilling the value of his work. Job satisfaction is manifested in the form of attitude not behavior. Employees who are satisfied with what they get from the office will give more than what is expected and they will continue to try to improve their performance. On the other hand, employees with low job satisfaction tend to see their work as tedious and boring, so they will work haphazardly and haphazardly.

Based on the results of initial observations on 18 November 2013 to several employees at the Tanah Datar Education Office, where the level of employee satisfaction is generally still relatively low. Employees who are satisfied with what they get from their organization will give more than what is expected and they will continue to try to improve their performance. On the other hand, employees with low job satisfaction tend to see their work as tedious and boring, so they will work haphazardly and haphazardly. The low level of employee satisfaction can be seen from the implementation of work at the Tanah Datar Education Office which is not optimal, the lack of cooperation between employees in carrying out work, the occurrence of conflicts between fellow employees. Employees who excel rarely get promotions or awards from the leadership.

Job satisfaction at the Tanah Datar Education Office is also influenced by the leadership style factor. If the leadership style can carry out the leadership style well, then the employees can carry out their duties in accordance with applicable rules. This will have an impact on increasing the work discipline of employees in carrying out their duties properly.

LITERATURE REVIEW

Barnawi and Arifin (2012: 110) state that the word discipline comes from the word *disciple* which means follower, follower, or student. According to Sinungan (2005: 135)

states that discipline is the psychological attitude of a person or group of people who always wish to follow/obey all rules/decisions that have been set. Discipline can be developed through an exercise, among others, by respecting time and costs .

Factors according to Newstrom (Nitisemito, 2000: 90) are: 1) the level of commitment to the task, 2) the provision of fair rewards, 3) work motivation, 4) job satisfaction , and 5) leadership. Adbdurrahmat (2006: 175) states that employee job satisfaction is the key driving force of work morale, discipline and work performance of employees in realizing organizational goals.

According to Aritonang in Barnawi and Arifin (2012: 124) four work disciplines that must be considered are (1) Discipline towards official duties which includes obeying organizational work regulations, preparing complete assignments, and carrying out basic tasks. (2) Time discipline which includes being on time for assignments, making good use of time, and completing assignments on time. (3) Discipline towards work atmosphere which includes utilizing the organizational environment, establishing good relations, and maintaining a balance between rights and obligations. (4) Discipline in serving the community and (5) Discipline in attitudes and behavior which includes paying attention to attitudes, behavior and self-esteem.

According to Hersey and Blanchart (Danang, 2012: 34) states that "leadership is every effort someone tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friends goals, or together with organizational goals. which may be the same or different".

According to Euis and Donni (2013: 178) "leadership style is the attitude, movements, or appearance that the leader chooses in carrying out leadership tasks". The style used by a leader is different from one another, depending on the situation and condition of leadership. Leadership style is a consistent pattern of behavior shown by the leader and known to other parties when the leader tries to influence the activities of others.

Rivai and Mulyadi (2011: 42) state that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader. According to Hersey (2004: 29) states that leadership style is a pattern of behavior (words and actions) of a leader that is felt by others .

According to Hersey and Blanchard (1992: 181), the appropriate leadership style (leader style) for a certain level of maturity of followers is described by a prescriptive curve that moves through the four leadership squares . Lipit & White (Pasolong, 2010: 46) describes three leadership styles as follows: (1) Authoritarian Leadership Style. Authoritarian leadership style usually leaders feel that they know what they want and tend to express these needs in direct orders to subordinates. (2) Democratic Leadership Style. The democratic leadership style assumes that the members of the organization are involved in carrying out the decisions and the process of making them, even though the one who makes the final decision is the leader, after receiving input and recommendations from the members of the organization. (3) Laissez Faire Leadership Style. This leadership style approach does not mean there is no leadership at all.

Robbins (2008:99) defines job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job. Rivai (2009 : 856) defines job satisfaction as an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work.

Luthans (2006:244) states five aspects contained in an employee's job satisfaction, namely: (1) The work itself. In cases where the job provides interesting assignments, opportunities to learn and opportunities to accept responsibility. (2) Salary, A number of

wages received and the level at which this can be seen as something that is considered appropriate compared to other people in the organization. (3) Promotion opportunities, Opportunities to advance in the organization. (4) Supervision. Supervisor's ability to provide technical assistance and behavioral support . (5) Coworkers, Degree to which coworkers are technically savvy and socially supportive.

METHODS

The research that the writer did was included in associative descriptive research. The population in this study were all employees working at the Tanah Datar Education Office, totaling 63 people. The sampling technique used in this research is *total sampling* . Types and sources of data in this study using primary and secondary data. Data collection techniques in this study used questionnaires and documentation. The initial stage in this study was to conduct a questionnaire test to test the validity and reliability. From the results of the questionnaire trials, leadership style and job satisfaction found all valid items. The data analysis technique in this research uses multiple regression analysis. Then the f test and hypothesis test were carried out with a significant t test $\alpha = 0.05$.

RESULT AND DISCUSSION

Before using path analysis, prerequisite tests were carried out, namely the normality test and homogeneity test. From the normality test, the results show that the data is normally distributed. Then from the homogeneity test the results show that the data variance of each variable is homogeneous. The results of the multicollinearity test show that there are no symptoms of multicollinearity between the independent variables.

This study analyzes the effect of 2 independent variables, namely leadership style (X_1), and job satisfaction (X_2), which affect work discipline (Y). From the data analysis carried out with SPSS 15.0, the following analysis can be presented:

Table 2. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas	B	std. Error
1	(Constant)	46,007	9,647		4,769	,000
	Leadership style	,234	,097	,289	2,399	,020
	Job satisfaction	,261	,106	,296	2,460	,017

Source: Primary Data Processed Results, 2014

From Table 2 above, the multiple regression model can be formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 46.007 + 0.234 X_1 + 0.261 X_2 + e$$

From the regression equation, it is known that a constant value of 46.007 indicates that work discipline (Y) is worth 46.007 if the variables of leadership style (X_1) and job satisfaction (X_2) are considered constant. The influence of each independent variable (leadership style and job satisfaction) that affects work discipline is:

1. The regression coefficient of leadership style (X_1) is 0.234 , which shows the magnitude of the relationship of this variable partially to the work discipline of the Tanah Datar Education Office employees (Y). The positive sign indicates a positive direction coefficient of the relationship, meaning that each increase in leadership style will increase the work discipline of the Tanah Datar Education Office employees .
2. The regression coefficient of job satisfaction (X_2) is 0.261 , which shows the magnitude of the relationship of this variable partially to the work discipline of the Tanah Datar Education Office employees (Y). The positive sign indicates a positive

direction coefficient of the relationship, meaning that every increase in job satisfaction, it will increase the work discipline of the Tanah Datar Education Office employees.

third hypothesis is that leadership style and job satisfaction have a joint effect on the work discipline of the Tanah Datar Education Office employees. The results showed that the simultaneous hypothesis significance value was 0.000, with F_{table} 8.868. The results of the statistical processing of the regression analysis showed that the calculated F value = 8.868 which was significant at the 0.000 level. So $F_{count} > F_{table}$, namely 8,868 > 3,150 with a significance of 0.000 < 0.05. Because it is significantly less than 0.05, it is proven that leadership style (X_1) and job satisfaction (X_2) together have a significant effect on the work discipline of the Tanah Datar Education Office employees (Y).

The t test is used to determine the level of significance of the independent variables (leadership style and job satisfaction) on the dependent variable (work discipline). The reference used is if $t_{count} \geq t_{table}$ or sig value. ≤ 0.05 then H_a is accepted. However, if $t_{count} < t_{table}$ or sig value. ≥ 0.05 then H_a is rejected. Based on the results of the analysis using SPSS 15.0, the following results are obtained:

Table 3. T test

Model		Unstandardized Coefficients		Standardized Coefficients	t	
		B	std. Error	Betas	B	std. Error
1	(Constant)	46,007	9,647		4,769	,000
	Leadership style	,234	,097	,289	2,399	,020
	Job satisfaction	,261	,106	,296	2,460	,017

Source: Primary Data Processed Results, 2014

first hypothesis is that leadership style (X_1) has a significant effect on the participation of work discipline employees of the Tanah Datar Education Office (Y). Based on table $t_{count} = 2.399 > t_{table} = 1.66980$ (sig 0.020 < 0.05), then H_0 is rejected. Thus it can be concluded that leadership style has a significant influence on the work discipline of Tanah Datar Education Office employees. The third hypothesis is job satisfaction (X_2) has a significant effect on the work discipline of Tanah Datar Education Office employees (Y). Based on table $t_{count} 2.460 > t_{table} 1.66980$ (sig 0.017 < 0.05), then H_0 is rejected. Thus it can be concluded that job satisfaction has a significant influence on the work discipline of the Tanah Datar Education Office employees.

Adjusted R Square value of 0.202. This indicates that the effect of leadership style and job satisfaction on the work discipline of the Tanah Datar Education Office employees is 20.2 %, while the remaining 79.8% is influenced by other variables outside the variables of this study.

The Effect of Leadership Style on the Work Discipline of Tanah Datar Education Office Employees .

The results of the research analysis show that there is a significant influence of leadership style on the work discipline of the Tanah Datar Education Office employees. Where based on t test = 2.399 at sig 0.020 < 0.05 means that the leadership style variable has a significant effect on the work discipline variable. This means that if the leader applies a leadership style that is appropriate to the situation and conditions, the employee's work discipline will increase.

The results of the research description show that the average leadership style score is 3.86 or the respondent's achievement level is 7.7 . 14 %, which is in a fairly good criterion, meaning that the leader applies a fairly good leadership style.

The success of an organization both as a whole and various groups within a particular organization, is highly dependent on the quality of leadership contained in the organization concerned. In fact, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out various activities, especially seen in the work discipline of its employees. If the leadership style applied can properly direct organizational goals with the aspects/goals expected by individuals for their work, the higher the work discipline. There is no absolute good/bad leadership style. What is important is that organizational goals can be achieved properly and adapted to the goals of the organization being carried out.

This is in accordance with Hasibuan's opinion (2009: 197) regarding the factors that influence the level of employee discipline in an organization including: 1) Employee goals and capabilities, 2) Leadership exemplary, leadership role model is very instrumental in determining employee discipline, because leaders must be able to be role models and role models by their subordinates. 3) Remuneration, this also affects employee discipline, because remuneration will give employees satisfaction and love for their work. 4) Justice, with justice will encourage the realization of employee discipline, this is because ego and human nature always feel important and want to be treated the same as other humans. 5) Inherent supervision (waskat). Waskat is a real and effective action to prevent or find out mistakes, correct mistakes, maintain discipline, explore the most effective work systems and create the best internal control system in achieving company goals. 6) Sanctions as a corrective action for violators of the rules. 7) Firmness, firmness in reprimanding and punishing every disciplinary employee will create good discipline in the company. 8) Human relations, namely harmonious relations contribute to good discipline in the company.

The Effect of Job Satisfaction on the Work Discipline of Tanah Datar Education Office Employees

The results of the research analysis show that there is a significant effect of job satisfaction on the work discipline of the Tanah Datar Education Office employees. Where based on t test = 2.399 at sig 0.020 < 0.05 means that the variable of job satisfaction has a significant effect on the variable of work discipline. This means that if employees are satisfied in carrying out their work, they will comply with all the rules set by the organization so that employee work discipline will increase.

The results of the research description show that the average job satisfaction score is 3.95 or the respondent's achievement level is 78.95 %, which is in a fairly good criterion, meaning that employee job satisfaction in carrying out tasks at the Tanah Datar Education Office is quite good.

The results of this study agree with Hasibuan (2003: 82) which states that job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, employee discipline is good. Conversely, if work performance is less than achieved from work, then employee discipline is low.

Job satisfaction at work is a satisfaction that can be enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good work environment. Job satisfaction felt by employees is the key to driving morale, discipline and employee performance in supporting organizational goals.

The Influence of Leadership Style and Job Satisfaction with Work Discipline of Tanah Datar Education Office Employees

The results of the research analysis show that there is a significant influence of leadership style and job satisfaction on employee work discipline. Where based on test f

count = 8.868 at sig 0.000 < 0.05 means that together leadership style and job satisfaction have a significant influence on employee discipline variables.

The results of this study are in line with the opinion of Nitisemito (2000: 90) which states that "The factors that influence work discipline are: 1) the level of commitment to the task, 2) the provision of fair rewards, 3) work motivation, 4) job satisfaction, and 5) leadership". Job satisfaction can affect employee work discipline because employees feel satisfied both the salary received, the work given or the relationship with their superiors gives satisfaction, so employees will directly comply with all regulations that apply in the Tanah Datar Education Office.

Based on the opinion above, it can be concluded that leadership style greatly influences employee work discipline. If the leader carries out a good leadership style according to his duties, then the employee will try to comply with all the rules that have been set by the organization properly. but vice versa if the leadership style is not liked by employees, employees will tend to violate the rules that have been set so that employee work discipline becomes low.

Job satisfaction is a form of employee response that is pleasant or not in view of the work they are doing. If the job satisfaction felt by employees is good, then automatically employees will comply with all the regulations that apply in the Education Office itself.

Discipline is one of the important factors in the organization because the better the employee's work discipline, the higher the work performance that can be achieved. Without good discipline it is difficult for corporate organizations to achieve optimal results. Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him and this also encourages work enthusiasm, morale and supports the achievement of organizational goals.

CONCLUSION

Based on the research that has been done about the influence of leadership style and job satisfaction on the work discipline of the Tanah Datar Education Office, the following conclusions can be drawn :

1. style has a significant effect on the work discipline of the Tanah Datar Education Office employees where the better the style leadership then discipline work will increase.
2. Job satisfaction has a significant effect on the work discipline of the Tanah Datar Education Office employees where the better the employee satisfaction in carrying out the work, the discipline work will increase
3. Leadership style and job satisfaction have a significant effect on the work discipline of the Tanah Datar Education Office employees .

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