



The Influence Of Leadership Style, And Organizational Commitment, On Employee Discipline And Also Its Impact On Employee Performance Of The Dharmasraya District Community And Village Empowerment Office

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ABSTRACT

This study attempts to examine the effect of leadership style and organizational commitment on employee discipline and its impact on the performance of the Dharmasraya District Community and Village Empowerment Office staff. This study uses descriptive quantitative methods. The study population consisted of 30 employees at the Regional Secretariat of the Dharmasraya Regency. To obtain a valid and realistic instrument have been tested the validity and reliability test. The data analysis technique used is path analysis. The results showed that leadership style and organizational commitment had a positive and significant effect on discipline and performance, as well as discipline as an intervening variable able to provide an increase in influence between leadership styles on performance. The empirical findings indicate that for the performance of the staff of the Regional Secretariat of Dharmasraya Regency, the Dharmasraya District Community and Village Empowerment Service needs to pay attention and focus more on improving leadership style factors and commitment.

Keywords: leadership style, commitment, work discipline, performance

INTRODUCTION

Civil Servants (PNS) are state apparatus that administers government in carrying out national development as the backbone of the government. The smooth operation of government and the implementation of national development mainly depends on the perfection of state apparatus both at the central level and at the regional level. Civil Servants (PNS) in Dharmasraya an employee are important because they are responsible for implementing development programs in Dharmasraya. Because of that, civil servants are human resources that need attention because they are the determinant of the success of a development plan. Quality human resources are the competitive advantage of the organization. Therefore, management of human resources by management must get top priority

One measure of the performance of employees of the Dharmasraya District Community and Village Empowerment Office is the implementation of programs that have been planned every year. Below this program can be presented and the results and achievements of each program.

Table 1: Achievement of the Budget Performance of the Dharmasraya District Community and Village Empowerment Office in 2017 and 2018

No.	DESCRIPTION	In 2017			2018		
		total Budget	Realization	% Performance	total Budget	Realization	% Performance
1.	Indirect Expenditures	2,387,402,320	2,328,439,645	97.53	2,842,305,584	2,842,802,154	100.02
1.1	Employee Expenditure	2,387,402,320	2,328,439,645	97.53	2,842,305,584	2,842,802,154	100.02
2.	Direct shopping	3,197,655,460	2.491,537,543	77.92	2,943,068,650	2,777,271,136	94
2.1	Office Administration Services Program	619,641,710	541,143,826	87	816,879,500	724,723,555	89
2.2	Apparatus Infrastructure Improvement Program	193,762,500	192,726,718	99	304,023,700	219,664,580	72
2.3	Program for Capacity Building of Apparatus Resources	7,820,000	7,820,000	100	20,000,000	19,995,600	99.98
2.4	Rural Community Empowerment Program	1,304,992,800	1.173267536	90	868,719,750	732,164,351	84
2.5	Development Program for Rural Economic Institutions	104,903,050	102,346,163	98	181,454,500	180,307,100	99.77
2.6	Program to Increase the Capacity of Village Government Apparatus	152,393,850	120495650	79	61,362,000	59,440,000	96.87
2.7	Institutional strengthening program and community participation development	705,754,550	614304350	87	665,565,200	664,045,850	99.77
2.8	Empowerment of Indigenous Institutions and Development of Socio-Cultural Life	108,387,000	51,433,300	47.45	25,064,000	24,930,100	99.47
	TOTAL	5,585,057,780	4819977188	86.30	5,785,374,234	5,620,073,290	97

RESEARCH PURPOSES

1. Test the influence of leadership on the discipline of employees of the Dharmasraya District Community and Village Empowerment Office.
2. Test the influence of organizational commitment on the discipline of employees of the Dharmasraya District Community and Village Empowerment Office.
3. Test the influence of discipline on the performance of employees of the Dharmasraya District Community and Village Empowerment Office.

4. Test the influence of leadership on the performance of staff at the Dharmasraya District Community and Village Empowerment Office.
5. Test the influence of Organizational Commitment on the performance of staff at the Dharmasraya District Community and Village Empowerment Office.
6. Testing the influence of organizational commitment on intervening variables between leadership and performance of staff at the Dharmasraya District Community and Village Empowerment Office .
7. Test the influence of discipline as an intervening variable between organizational commitment and performance of staff at the Dharmasraya District Community and Village Empowerment Office .

LITERATURE REVIEW

Leadership style

The word "style" according to Thoha (2012) is the same as the way in which leaders influence their followers. While leadership style is a norm of behavior used by someone when the person tries to influence the behavior of others as he sees it. Leadership style is the way or behavior chosen in influencing the behavior, feelings of the members of the organization / subordinates in achieving the goal of optimal performance.

Organizational Committee

According to Robbins (2006) Organizational commitment is a relative strength of the individual in identifying his involvement in parts of the organization. This is characterized by three things, namely: (1) employee acceptance of organizational values and objectives, (2) readiness and willingness of employees to work seriously on behalf of the organization, and (3) the desire of employees to maintain membership in the organization (become part of the organization).

According to Siagian (2011) organizational commitment is a sense of identification (trust in organizational values), involvement (willingness to try as well as possible in the interests of the organization) and loyalty (the desire to remain a member of the organization) expressed by the employee . Steers argues that organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Commitment to the organization means more than just formal membership, because it includes the attitude of liking the organization and the willingness to strive for the interests of the organization in achieving its goals.

Employee commitment is an employee's internal interpretation of how they absorb and interpret their work experience (Saydam. 2011) . In general, commitment refers to one level of acceptance in the organization .

Work Discipline

Broadly speaking discipline according to (Siagian 2011), consists of:

1. Preventive discipline
That is an action that encourages employees to adhere to various applicable provisions and meet established standards. This means that through clarity and explanation of the pattern of attitudes, actions and desirable behavior of each member of the organization endeavored to prevent the employees from acting negatively.
2. Corrective Discipline
That is, if there is an employee who has clearly committed a violation of the applicable provisions or has failed to meet established standards, he will be subject to disciplinary

sanctions. This means that the imposition of sanctions is initiated by the direct supervisor of the employee concerned, forwarded to the higher leadership and the final decision on the imposition of such sanctions by the leadership officials who are indeed authorized for that. The procedure was carried out with two purposes, namely that the imposition of sanctions was carried out objectively and that the nature of sanctions was in accordance with the weight of the violations committed.

Employee Performance

Mathi s and Jackson (2011) say that performance is basically what employees do or don't do. Employee performance influences how much they contribute to the organization which includes: Quantity of output, Quality of output, Duration of output, Workplace attendance, and Cooperative attitude.

Atmosudirdjo (2005) formulates performance as an illustration of work performance and or the achievement of programmed activities. Whereas Wahjosumijo (2011,81) argues that performance is an achievement or work result that is donated by a person or group in supporting the achievement of the goals of an organization.

METHOD

Population and Sample Determination

The population in this study were all employees of the Dharmasraya District Community and Village Empowerment Office, amounting to 30 employees both civil servants and non-civil servants, which were divided into several occupational fields and groups and ranks to be surveyed using questionnaires which were research instruments

The technique in taking this sample uses a total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono 2006). The reason for taking total sampling is because according to (Sugiyono 2006) the total population of less than 100 all of the population is all research samples.

Based on the opinions outlined above, because the population is smaller than 100, the authors in this study set the entire population as a sample of 30 people as saturated samples.

Types and Data Sources

The questionnaire was used to obtain primary data that was distributed directly to selected samples by visiting respondents. The questionnaire contains questions about the demographics of respondents such as gender, age, occupation, and length of work of the State Civil Apparatus, especially for Budget Users in the Regional Work Unit (SKPD) of Padang City. In addition, the questionnaire also contains statements about respondents' perceptions relating to competence, workload, motivation and performance.

The measurement in this study uses the Interval scale with a Likert scale technique. Erlina (2011) defines the Likert scale in design to assess the extent to which the subject agrees and disagrees with the statement submitted. To measure the opinions of respondents used a Likert scale that contains 5 (five) answer preferences and is made in the form of a check (√) or cross (X) with details as follows: Score 1 (STS = Strongly Disagree), Score 2 (TS = Disagree), Score 3 (N = Neutral), Score 4 (S = Agree) and Score 5 (SS = Strongly Agree).

Data Analysis Techniques

Partial hypothesis testing (t test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if

the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

Simultaneous Hypothesis Testing (F test)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

Path Analysis

Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable analysis method path (*path analysis*).

RESULTS AND DISCUSSION

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = t (α / 2; nk-1) = t (0.025; 27) = 2.0518, then the table will be obtained as follows:

Table 2
Test Results t

Variable Relationships		t-count	t-table	Sig.	Alpha	Results
Leadership Style	Performance	2,823	2,051	0.009	0.05	significant
Commitment	Performance	2,146	2,051	0.041	0.05	significant
Discipline	Performance	2,826	2,051	0.009	0.05	significant
Leadership Style	Discipline	2,416	2,051	0, 022	0.05	significant
Commitment	Discipline	2,629	2,051	0, 014	0.05	significant

Based on the table above can be explained as follows:

- a. Testing the first hypothesis (H₁) is accepted
There is a partial influence between the leadership and discipline style variables .
- b. Testing the second hypothesis (H₂) is accepted
There can be a partial influence between the variables of Commitment and Discipline .
- c. The third hypothesis testing (H₃) is accepted
There is a partial influence between the variables of Discipline and Performance .
- d. Testing the fourth hypothesis (H₄) is accepted
There can be a partial influence between the leadership and performance style variables.

- e. Testing the fifth hypothesis (H_5) is accepted

There can be a partial influence between the Commitment and Performance variables.

Simultaneous Hypothesis Testing (F test)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of $\text{sig} < 0.05$, or $F \text{ count} > F \text{ table}$ then there is the influence of X variable simultaneously on variable Y, and vice versa.

It is known that $F \text{ table} = F (k; nk) = F (2; 28) = 3.34$

Table 3
Test Results f
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88,190	2	44,095	4,673	,018 ^b
	Residual	254,777	27	9,436		
	Total	342,967	29			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COMMITMENT, LEADERSHIP STYLE

Based on the table above can be explained as follows:

- Based on the output above, it is known that the significance value for the effect of X_1 and X_2 simultaneously on Y is $0.018 < 0.05$ and $F \text{ count } 4,673 > 3.34$, so that it can be concluded that there is a simultaneous influence of leadership style and commitment to performance.
- Based on the above output, it is known the significance value for the effect of X_1 and X_2 simultaneously on I is equal to $0.018 < 0.05$ and $F \text{ count } 4.695 > 3.34$, so it can be concluded that there is an influence of leadership style and simultaneous commitment to discipline.

Table 4
Test Results f
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150,741	2	75,370	4,695	,018 ^b
	Residual	433,426	27	16,053		
	Total	584,167	29			

a. Dependent Variable: DISCIPLINE

b. Predictors: (Constant), COMMITMENT, LEADERSHIP STYLE

PATH ANALYSIS

Path Model Coefficient 1

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 5
Significant level results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	30,183	8,071		3,740	,001
LEADERSHIP STYLE	,180	,122	,273	1,478	,151
COMMITMENT	,304	,172	,325	1,764	,089

a. Dependent Variable: DISCIPLINE

Based on the table above, it was obtained that :

1. the significance value of the Leadership Style variable (X_1) = 0,151 > 0.05, this means that directly there is no significant effect of Leadership Style (X_1) on Discipline (I).
2. While the Commitment variable (X_2) = 0,089 > 0.05 which means Commitment (X_2) This means that there is no direct effect of the significance of Commitment (X_2) on Discipline (I).
3. S value R^2 found in the Summary Model table is 0,258 which gives the meaning that the contribution of variables X_1 and X_2 to I is 25,8 % and the remainder is 74,2 % is the contribution of other variables which was not included in the study. And from the value of R^2 , obtained e_1 by means of $e_1 = \sqrt{1 - 0,258} = 0,861$

Based on the results above, the structural equation is obtained:

$$I = 0,273.X_1 + 0,325.X_2 + 0,861$$

Table 6
Significant level results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,508 ^a	,258	,203	4,00660

a. Predictors: (Constant), COMMITMENT, LEADERSHIP STYLE

b. Dependent Variable: DISCIPLINE

Path Model Coefficient 2

Multiple linear regression analysis is still used in the next study to obtain the two model path coefficients, with the aim to determine whether there is an influence of independent variables (Leadership Style and Commitment) and intervening variables (Discipline) on the dependent variable (performance). Its can be seen in the following table:

Table 7
Linear regression test results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28,107	7.419		3,789	,001
LEADERSHIP STYLE	,151	,095	,298	1,595	,123
COMMITMENT	,081	,136	,113	,596	,556
DISCIPLINE	,228	,144	,297	1,585	,125

a. Dependent Variable: PERFORMANCE

Based on the table above obtained :

1. The significance value of the Leadership Style variable (X_1) = 0,123 > 0.05, This means that directly the Leadership Style (X_1) does not have a significant effect on Performance (Y).
2. The value of significance of the Commitment variable (X_2) = 0,556 > 0.05 which means that it is directly Commitment (X_2) has no significant effect on Performance (Y).
3. The value of significance of the variable Discipline (I) = 0.125 > 0.05 which means that directly Commitment (X_2) has no significant effect on performance (Y) .

Table 8
Linear regression test results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,568 ^a	,323	,244	2,98927

a. Predictors: (Constant), DISCIPLINE, LEADERSHIP STYLE, COMMITMENT

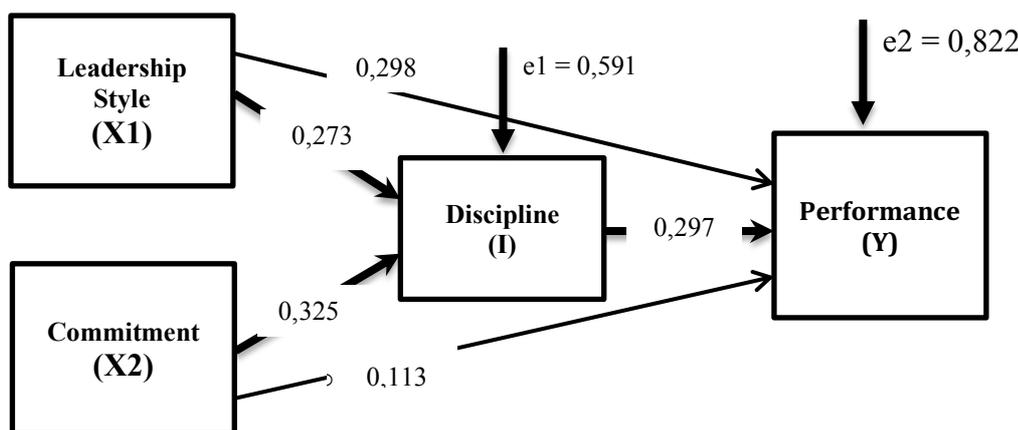
4. N value R^2 found in the Model Summary table is 0,323 which gives the meaning that the contribution of variables X_1 , X_2 and I to Y is 32,3 % and the remaining 67,7 % is the contribution of the variables others not included in the study. And from the value of R^2 obtained e_2 , by means of $e_2 = \sqrt{1 - 0,323} = 0,822$

Based on the results above, the structural equation is obtained:

$$Y = 0,298.X_1 + 0,113.X_2 + 0.297.I + 0.822$$

From the processing of the data above, it can be obtained from the Model I Path Diagram, as follows :

Figure 1
Path Analysis Model I

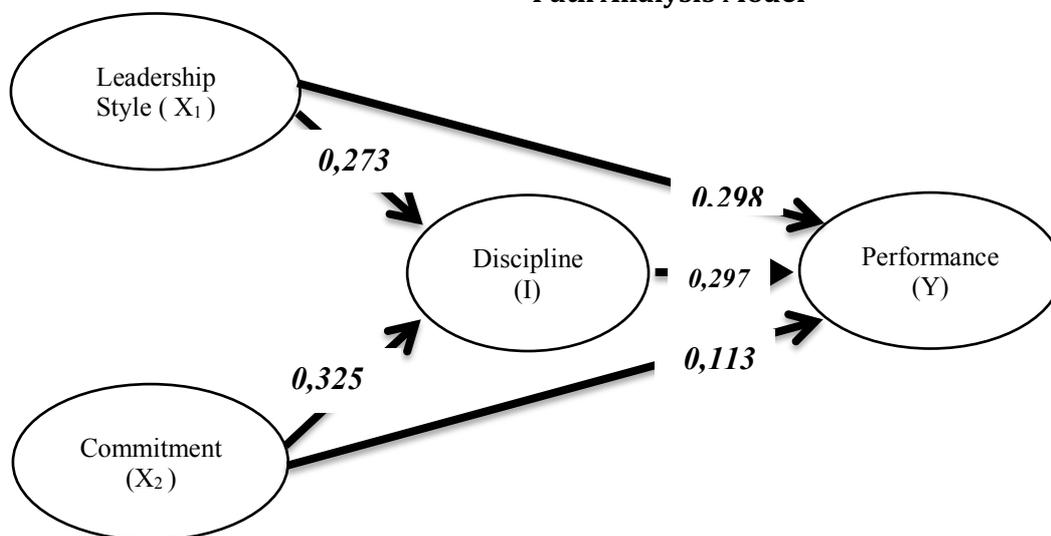


Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable analysis method path (*path analysis*). Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghozali, 2011). The following is a path analysis to examine the relationship between leadership style and commitment to performance and whether the

relationship between leadership style and commitment to performance is mediated by discipline as shown below:

Figure 2
Path Analysis Model



Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:

- a. Sixth hypothesis testing (H6) is accepted

Analysis of the effect of X1 through I on Y. It is known that the direct effect given X1 to Y is 0,298 . While the indirect effect of X1 through I on Y is the multiplication between the value of beta X1 to I with the value of beta I to Y, namely: $0,273 \times 0,297 = 0,081$. Then the total effect given X1 to Y is the direct effect added by indirect effects namely: $0,298 + 0,081 = 0,379$. Based on the results of these calculations, it is known that the direct effect value is 0,298 and the indirect effect is 0,379 which means that the value of indirect influence is greater than the value of direct influence, this result indicates that indirectly I provide improved air variable X1 variable effect on Y.

- b. Testing the seventh hypothesis (H7) is accepted

Analysis of the effect of X2 through I on Y. It is known that the direct effect of fish X2 on Y is 0.113 .Whereas the indirect effect of X2 through I on Y is the multiplication between the value of beta X2 against I and the value of beta I to Y, namely: $0.325 \times 0,297 = 0.096$. Then the total effect given X2 to Y is the direct effect added by indirect effects namely: $0.113 + 0.096 = 0.209$ Based on the results of these calculations it is known that the direct effect value is 0.113 and the indirect effect is 0.209 which means that the value of indirect influence is greater than the value of direct influence, this result indicates that indirectly I provide improved air variable X2 influence on Y.

CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. All independent variables (leadership style and commitment) have a significant influence on the dependent variable (performance) and intervening variables (discipline). Staff of the Dharmasraya District Community and Village Empowerment Office.

2. Discipline as an intervening variable provides an increase in influence between leadership styles and commitment to the performance of the staff of the Dharmasraya District Community and Village Empowerment Office.

SUGGESTION

Based on the findings and conclusions of the study. For this reason, the authors propose the following suggestions:

1. In the effort to improve employee performance, it is expected to increase leadership style, commitment. This is because the two variables have a positive and significant effect on the performance of the Dharmasraya District Community and Village Empowerment Office staff.
2. For variables Work discipline is expected by retaining leaders Work discipline is given to employees because work discipline as an intervening variable of employees is proven to increase the significance of the performance of employees of the Dharmasraya District Community and Village Empowerment Office.

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