

Sutianingsih, 2018

Volume 4 Issue 2, pp. 1393-1403

Date of Publication: 19<sup>th</sup> August 2018

DOI- <https://dx.doi.org/10.20319/pijss.2018.42.1393-1403>

This paper can be cited as: Sutianingsih, (2018). *The Leadership Effect on the Job Satisfaction and Discipline which Impact on Employee Performance*. PEOPLE: International Journal of Social Sciences, 4(2), 1393-1403.

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## **THE LEADERSHIP EFFECT ON THE JOB SATISFACTION AND DISCIPLINE WHICH IMPACT ON EMPLOYEE PERFORMANCE**

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### **Abstract**

*The purpose of this study is to provide analyze the influence of job satisfaction on leadership, discipline, employee performance, and analyze the influence of job satisfaction and discipline on employee performance. hypothesis proposed: leadership has a positive and significant influence on job statisfaction, discipline, and performance, and job statisfaction and discipline have a significant positive effect on employee performance.*

*This research is a survey research. The population is employees of manufacturing companies in the Surakarta city. The samples are 83 people. The primaries are the data used the data collected through the distribution of questionnaires to employees. The data obtained were tested by validity test, reliability test, classic assumption test, regression analysis, F Test, t test, and determination analysis.*

*Conclusion: Leadership has a positive and significant impact on job statisfaction, discipline, and performance. Job statisfaction and discipline have a significant positive effect on employee performance. Based on path analysis it is known that: the direct effect of leadership variables on performance is smaller when compared with the result of the indirect influence of leadership through job statisfaction on performance. The result of the direct influence of leadership variables on performance is smaller when compared with the result of the indirect influence of leadership through discipline to performance.*

## **Keywords**

Leadership, Job Satisfaction, Discipline, Employee Performance

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## **1. Introduction**

The decline in the performance of employees in some firms a serious concern for the management company. It is very reasonable considering the human resources is one of the important factors in an organization or company, in addition to other factors such as assets and capital. Therefore, human resources must be managed well to improve the effectiveness and efficiency of the organization, as one of the functions the company known for human resource management (Sunnyoto, 2002). Human resources are the most important assets of the organization, while effective management is key to the success of the organization. This success is very likely to be achieved if the rules or policies and procedures concerned with human beings of the company interconnected, giving contribution to the achievement of corporate goals and strategic planning. In order to realize the goals of the organization needed leadership. In fact, the the leader can affect the morale and job satisfaction, safety, quality of life work, and especially the level of achievement of an organization (Handoko, 2003).

Result of research (Rumawas, 2015; Oktaviane, 2012; Mukrodi & Komarudin, 2017; Susanti & Baskoro, 2012) giving conclusion that leadership have an effect on positive of signifikan to job satisfaction. Yangaiya, & Mangaji, (2015) findings indicate that school leadership influences teachers' job satisfaction. While Brahmasari & Suprayitno (2008) giving different conclusion that is leadership have an effect on negative signifikan to job satisfaction.

In addition to influencing job satisfaction, leadership can also affect discipline work. Result of research (Susanti & Baskoro, 2012; Muttaqin, et.al., 2016; Widayati, 2012) concluding that leadership have an effect on to discipline work. Discipline is a procedure to correct or punish subordinates for abuse regulations or procedures, (Simamora, 1997). Employee relations aspects that need, but weight often is the application of disciplinary measures. Disciplinary actions may not always be initial response to a problem of management. Normally there are some positive ways ensure employees comply with the policy - policy that need to goals - goals of the organization. In any case managers must implement disciplinary action at the time of the policy - policy companies violated. Policy - disciplinary policy gives the organization the best chance to achieve purpose - organizational objectives, thus benefit the company or its employees.

Then go together performance of result of research: (Wirda & Azra, 2007; Mantaub, 2013; Giri & Adyani, 2016; Suminar, et al., 2015), giving conclusion that leadership have an

effect on positive of signifikan to performance. But Marpaung give conclusion that leadership have an effect on negative signifikan to performance. existence of Phenomenon and difference of result of the research of researcher interested to conduct this research.

Based on the above, there are two important factors that are influenced by leadership namely: job satisfaction and disciplines that have an impact on employee performance. Three main factors that affect how individuals who worked there, namely: (1) the ability of the individual to perform such work, (2) the level of effort that is poured out, (3) support organization, (Mathis & Jackson, 2006: 115). The purpose of this study was to: 1) Analyzing the influence of leadership to job satisfaction, and discipline; 2) Analyzing the influence of leadership, job satisfaction and disciline to employee performance.

## **2. Literature Review and Hyphotesis**

### **2.1 Employee Performance**

Performance can also be interpreted as deploy job performance or work performance or results. Lowler & Poter states that the performance was " Succesfull role achievement "Obtained by a person of actions (As'ad, 1991: 46-47). Based on this, the performance or work performance the results achieved by the size of the existing person, within a period particular, with regard to employment and the behavior and actions.

Knowledge performance refers to process that enhances effectiveness in knowledge activities such as creating knowledge driven culture, developing employee skills, enhancing intellectual capital, integrating knowledge, skills and abilities (KSA) to improve product quality and delivering value to stakeholders. Desouza et al., (Singh & Kumar, 2017).

### **2.2 Job Satisfaction**

A comprehensive definition of job satisfaction include reaction or attitude of cognitive, affective, and evaluative and claimed that job satisfaction is a happy emotional state or emotional Positive ratings are derived from employment or work experience person. Locke (Luthans, 2006: 243). There are three commonly accepted dimensions in job satisfaction: first, emosioanal job satisfaction is a response to the employment situation. Second, job satisfaction is often determined by how well the results achieved meet expectations or exceed hope. Third, represent job satisfaction some attitude touch. (Evered & Selman, 1989). Factors - factors that affect job satisfaction as follows. HR. Focus, (Luthans, 2006): The job itself, salary, promotion, supervision, team work, working conditions.

### **2.3 Work Discipline**

Davis (1985-366) argued that "Dicipline is management action to enforce standards organization". Based on the opinion of Davis, work discipline can be defined as implementation

management to reinforce the organization's guidelines. Action discipline was the reduction forced by employers to reward provided by the organization because of the existence of a particular case (Klingner & Nalbadian, 1985: 338). There are two kinds of work discipline, namely preventive and corrective discipline.

## 2.4 Leadership

Leaders are people who can influence others and have managerial authority. Leadership is what leaders do, (Robbins, & Coulter, 2010: 146). Leadership is the process of leading a group and affect the group in achieving its goals.

Robbins (2006: 432) states that leadership is the ability to influence the group toward achievement of goals. Kouzes & Posner (2004: 3) state leadership is creating a way for people to contribute in creating something extraordinary. Boone & Kurtz (1984) suggested that leadership is action motivating others or cause others to perform certain tasks with purpose to achieve specific objectives. While Tzu & Cleary (2002: 5) argues leadership is a matter of intelligence, trustworthiness, gentleness, courage and decisiveness.

## 2.5 Conceptual Framework

The conceptual framework of this research can be shown in Figure 1:

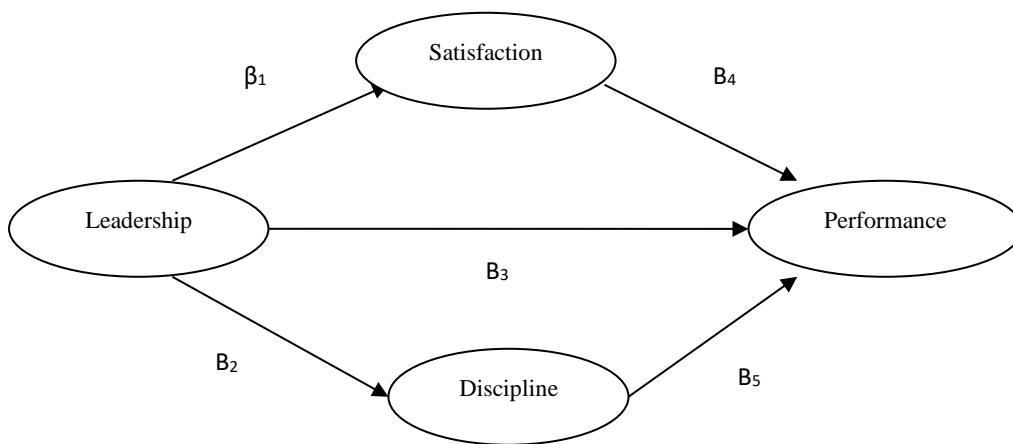


Figure 1: Conceptual framework

## 2.6 Research Hypothesis

The hypothesis proposed in the study this is:

- H1: Leadership has a positive and significant effect on job satisfaction employees.
- H2: Leadership has a positive and significant influence on the discipline.
- H3: Leadership has a positive and significant effect on the performance of employees.
- H4: Job satisfaction has a positive and significant effect on the performance of employees.
- H5: The discipline has a positive and significant influence the performance of employees.

### 3. Methodology

#### 3.1 Population and Sampling

The population in this study were employees of manufacturing companies in the city Surakarta. Roscoe (Sugiyono, 2009:129) if using analysis multivariate (regression or correlation) sum up sampel minimal 10 times from variable amount checked. This research variable there is 4 so that minimize sampel  $4 \times 10 = 40$ . Sample this research as much 83 employees. Sampling techniques with purposive sampling.

#### 3.2 Variable Operational Definition

1. Leadership, is action motivate others or cause others conduct certain duty as a mean to reach specific target. Boone dan Kurtz (1984)
2. Job satisfaction is cognate attitude, afektif, and evaluatif and express that job satisfaction is circumstance of emotion which like or the positive emotion coming from assessment of work or job experience somebody. Locke (Luthans, 2006:243)
3. Work discipline, is management action to enforce organization standards. Davis (1985:366)
4. Performance in this study Mangkunegara referring to the opinion, (2010) is the work of the quality and quantity achieved by an employee in performing their duties in accordance with the responsibility given to him.

#### 3.3 Testing of Research Instrumens

Validity test results of each variable shown in Table 1.

**Table 1:** *Validity of Research Variables*

No	Variabel	Item of indicators	Average of Corrected Item-Total Correlation	Conclusion
1	Leadership	70	0,582	valid
2	Job satisfaction	10	0,609	valid
3	Discipline	10	0,630	valid
4	Performance	20	0,581	valid

Data are processed, 2017

Questionary citaties from Fuad (2004). From the table above it can be seen that the correlation between the scores of the questions with a total score variables (corrected item-total correlation) each statement on the research variables more than 0.3, which means that all items used in the variable declaration studies have been valid. Reliability test results of analysis using SPSS program obtained the following results:

**Table 2: Reliability Test Results**

Variabel	Alpha Cronbach	Criteria	Explanation
Leadership	0,974	Alpha Cronbach > 0,60	Reliable
Job satisfaction	0,880		Reliable
Discipline	0,891		Reliable
Performance	0,920		Reliable

Data are processed, 2017

The test results showed that the coefficient alpha reliability count is greater than the value of the required criteria (rule of thumb) 0,6 so that it can be said that the grain - the questions all the variables in a state reliably. Based on the classical assumption test that has been done, fulfill the criterion for further test.

### 3.4 Accuracy Model Test

The test results simultaneously (F Test) note the value of  $F = 133,355$  (0,000) significance  $< 0,05$ . It can be concluded jointly independent variables affect employee performances.

## 4. Findings

### 4.1 T test

Hypothesis test strip with multiple regression analysis. Leadership coefficient of 0,765 this indicates that the leadership has a positive effect on job satisfaction. If enhanced leadership then increasing job satisfaction. Based on the above results, the coefficient of 0,808 leadership it showed that the leadership variable positive effect on employee discipline. T test results in table 3:

**Table 3: T Test Results**

Equation	Variables	Beta	Sign.	t	Result
1.	Leadership to the job satisfaction	0,765	0,000	10,704	Significant
2.	Leadership to discipline	0,808	0,000	12,329	Significant
3.	Leadership to performance	0,261	0,000	3,257	Significant
4.	Job satisfaction to the performance	0,412	0,000	4,599	Significant
5.	Discipline to performance	0,304	0,003	3,110	Significant

Source: Data are processed, 2017

From the table above it can be concluded:

1. Leadership influence to the job satisfaction. The results of the t test equation 1 can be concluded that the variables of leadership, influence positive and significant impact on job satisfaction. It can be seen from the the significance of leadership variable is  $0,000 < 0,05$ .

Based on these results, the first hypothesis is proven.

2. Leadership Influence to discipline. T-test equation 2 above it can be concluded that the variables of leadership positive and significant effect on employee discipline. It can be seen from the value of variable significance of leadership is  $0,000 < 0,05$ . Which means that the second hypothesis is also proven.
3. Leadership Influence to performance. T test results can be concluded that the variable influential leadership positive and significant impact on employee performance (t table sign 0,000), this means that the third hypothesis is proven.
4. Job satisfaction influence to performance. T-test, Equation 4 can be concluded that the effect of job satisfaction variables significantly to the employee performance (0,000 sign) this means the fourth hypothesis is proven.
5. Discipline influence to Performance. T-test equation 5 can be concluded that the positive effect of variables discipline significantly to the performance of employees (0,003 sign).

#### 4.2 Coefficient of Determination

1. Coefficient of Determination Equation 1

**Table 4:** Test Results Determination Equation 1

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,765 <sup>a</sup>	,586	,581	3,38643

a. Predictors: (Constant), Leadership

Dependent Variable: Job satisfaction

$$\epsilon_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,586} = 0,6434. \text{ Test } R^2 = 0,6434$$

2. Coefficient of Determination Equation 2

**Table 5:** Test Results Determination Equation 2

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,808 <sup>a</sup>	,652	,648	21,59053

a. Predictors: (Constant), Discipline

Dependent Variable: Discipline

$$\epsilon_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,652} = 0,5899. \text{ Test } R^2 = 0,5899$$

3. Coefficient of Determination Equation 3

**Table 6: Equation 3 Determination Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,914 <sup>a</sup>	,835	,829	4,11411

a. Predictors: (Constant), Discipline, Leadership, Satisfaction

Dependent Variable: Performance

$$\varepsilon_3 = \sqrt{1 - R^2} = \sqrt{1 - 0,675} = 0,5700. \text{ Test } R^2 = 0,5700$$

$R^2 = 1 - (\varepsilon_1 \times \varepsilon_2 \times \varepsilon_3) = 1 - 0,216 = 0,784$  or 78,4%. This means that employ performance explained by variable leadership, job satisfaction and discipline of equal to 78,4%, and the rest of equal to 21,6% explained by other. +

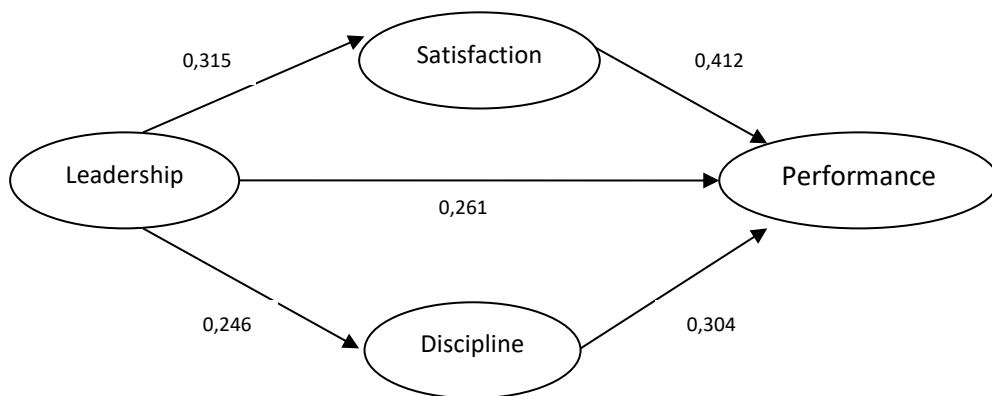
**4.3 Direct Influence and Indirectly and Total of Influence**

**Table 7: Result of Direct Influence, Indirect Influence and the Total Influence.**

No.	Variable	Direct influence	Indirect influence	Total influence
1.	Leadership to Performance	0,261		
2.	Job satisfaction to Performance	0,412		
3.	Discipline to Performance	0,304		
4.	Leadership to Job satisfaction to Performance		$0,765 \times 0,412 = 0,315$	$0,261 + 0,315 = 0,576$
5.	Leadership to Discipline to Performance		$0,808 \times 0,304 = 0,246$	$0,261 + 0,246 = 0,507$

Source: Data are processed, 2017

Detail influence and relation user variable of research at picture following:



**Figure 2: Path Analysis**



Direct influence, indirect influence and Total influence Leadership to performance:

1. Direct influence leadership to employee performance = 0,261.
2. Indirect influence leadership of through job satisfaction to employee performance = 0,315, total influence = 0,576.
3. Indirect influence leadership through discipline to employee performance = 0,246, total influence = 0,507

## **5. Discussion**

This result of research support result of research (Rumawas, 2015; Oktaviane, 2012; Mukrodi & Komarudin, 2017; Susanti & Baskoro, 2012) giving conclusion that leadership have an effect on positive of significant to job satisfaction. Result of research (Susanti & Baskoro, 2012; Muttaqin, et.al., 2016; Widayati, 2012) concluding that leadership have an effect on to discipline work. So result of research: (Wirda & Azra, 2007; Mantauv, 2013; Giri & Adyani, 2016; Suminar, et al., 2015), they are giving conclusion that leadership have an effect on positive of significant to performance.

## **6. Conclusion**

The test signification by partial (test t) obtained at the following result

1. Leadership has an effect on positive significant to job satisfaction, discipline, and performance
2. Job satisfaction and discipline have an effect on positive of significant to employ performance
3. Through job satisfaction work, leadership have stronger influence to performance compared by a direct influence of leadership to performance
4. Through discipline work, leadership have stronger influence to performance compared to a direct influence of leadership to performance

## **7. Research Limitation and the Suggestion**

Research do not consider entire variable of performance but only some of that is leadership, job satisfaction and discipline so that the generalizing unable to result of for research at object and also other location. Scope of Research is only limited, so that this matter give influence to of specific assessment. Next research will need existence of a variable development research of and also research indicator in order to can fullfilled research which complete progressively.

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