

Work Discipline Moderating the Effect of Leadership on Employee Productivity

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Abstract

The purpose of this study was to explain the effect of leadership on employee productivity moderated by work discipline. This research was conducted at Perumda Tirta Amertha Buana. The total population is 42 employees and the number of samples taken is 42 employees, using the saturated sampling method. Data was collected through interviews and questionnaires. The analysis technique used is descriptive analysis and inferential statistical analysis. Based on the results of the analysis found the following results: 1) Leadership has a positive and significant effect on employee productivity, 2) Work discipline has a positive and significant effect on employee productivity, 3) Work discipline moderates the effect of leadership on employee productivity. From the results of this study, It is hoped that Perumda Tirta Amertha Buana can improve work discipline, leadership and work productivity by emphasizing the rules of working hours for employees. Provide input on employee performance, and motivate employees to achieve company targets by providing rewards.

Keywords: work productivity, work discipline, leadership

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I. Introduction

Work discipline is one of the requirements to be able to help employees work productively which will help increase employee productivity (Christian and Farida, 2016). Discipline is a condition in the individual, if the individual can behave in accordance with the norms and behavior that have been set, so that without any punishment or order, the individual is able to behave by choosing the prescribed or appropriate action. Discipline is basically the ability to control oneself so as not to take inappropriate actions (Mangkunegara, 2015). Employees who have high work discipline will also not delay work and always try to complete their work on time even though there is no direct supervision from their superiors so that their productivity can be maintained. According to Thaiefidkk (2015), one aspect of the strength of human resources can be reflected in disciplinary attitudes and behavior, because discipline has a strong effect on an organization to achieve success in pursuit of planned goals. The existence of work discipline in the company will make employees able to carry out the tasks assigned to them properly. The better the employee discipline in a company, the higher the work performance that can be achieved (Satria, 2015). Employees who work in a disciplined manner such as arriving on time, obeying company rules and having good morals at work can increase employee productivity. According to Usman (2016), Discipline is a condition in the individual, If the individual can behave in accordance with the norms and behavior that has been set, so that without any punishment or order, the individual is able to behave by choosing the prescribed or appropriate action. Work discipline can grow with the motivation given to employees, so that it can encourage employees to work productively in order to achieve company goals (Agustini and Dewi, 2019).

According to Nuralam (2019), leadership is a trait possessed by a person so that he is able to guide others or the ability to effect others, so that other people with their abilities can do what they want. Leadership is the ability of a leader to effect and move others to work together to achieve a group goal. According to Ariana and Riana (2013), leadership is the key to the survival of a company, because the leader is the originator of goals, plans, organizes and mobilizes all available resources so that the desired goals can be achieved. Leadership must be able to create reciprocal relationships between superiors and subordinates in an organization. The process of cooperation must apply dynamically in achieving common goals. Leadership has a very important role in increasing the work productivity of its employees. Leadership is a crucial factor, because the company needs a captain or driving force for its members who are expected to have a good impact on the company in a better direction at all times, one of which is the leadership style needed to achieve the company's vision or goals as a driving force for subordinates to carry out their work. Syaied, 2014). Ineffective behaviors regarding the leadership role are actions that do not support effectiveness and efficiency at work. because the

company needs a captain or driving force for its members which is expected to have a good impact on the company in a better direction at all times, one of which is the leadership style needed to achieve the company's vision or goals as a driving force for subordinates to carry out their work (Syaid, 2014). Ineffective behaviors regarding the leadership role are actions that do not support effectiveness and efficiency at work. because the company needs a captain or driving force for its members which is expected to have a good impact on the company in a better direction at all times, one of which is the leadership style needed to achieve the company's vision or goals as a driving force for subordinates to carry out their work (Syaid, 2014). Ineffective behaviors regarding the leadership role are actions that do not support effectiveness and efficiency at work.

II. Literature Review And Hypotheses Development

Research conducted by Jumady (2020) states that leadership affects employee productivity, meaning that if leadership increases, productivity will increase. The same opinion was also expressed by Mario and Suhermin (2017) stating that leadership has a positive effect on employee productivity. Research conducted by Fuadi (2014) states that leadership has a significant positive effect on work productivity. Research conducted by Nuralam (2019) states that leadership has a significant effect on employee productivity

This means that when the level of leadership is high, the level of work productivity increases. There is a significant effect between leadership on employee productivity, if leadership increases by as much as then employee productivity will increase (As and Suprianto, 2017).

H1: Leadership has a positive and significant effect on employee productivity.

Research conducted by Jumady (2020) states that work discipline affects employee productivity, meaning that an increase in work discipline will increase employee productivity. Research conducted by Dunggjo and Mardjan (2013) states that work discipline affects employee productivity and is the most dominant variable, because basically the work productivity of employees in a company will change if there is a change in employee discipline. Research conducted by Aspiyah and Martono (2016) states that work discipline affects employee productivity, which means that employees assess that work discipline has a relationship with the high and low productivity of their work both in terms of compliance with working hours, compliance with regulations, compliance with orders, compliance with uniform dress, compliance in the use and maintenance of office facilities, and work according to procedures. The same opinion was also expressed by Andini, et al (2019) stating that work discipline has an effect on employee productivity, meaning that if complying with all company regulations is increased, then employee productivity will increase. Research conducted by Hafid, et al (2018) states that work discipline has a positive effect on employee productivity, meaning that increased work discipline will increase employee productivity. Research conducted by Ananta (2016) work discipline has a direct effect on employee productivity,

H2: Work Discipline has a positive and significant effect on employee productivity

Research conducted by Jumady (2020) states that leadership has a positive effect on employee productivity moderated by work discipline, meaning that work discipline is able to strengthen the leadership variable on employee productivity. Research conducted by Indratno et al (2019) states that leadership has a positive effect on employee productivity moderated by work discipline, meaning that work discipline successfully moderates the effect of leadership on employee productivity.

H3 : Work discipline moderates the effect of leadership on employee productivity.

III. Research Methods

This research was conducted at the Regional Public Company (Perumda) Tirta Amertha Buana. The method used is non-probability sampling with saturated sampling where all members, totaling 42 employees at Perumda Tirta Amertha Buana, are used as samples. Collecting data using a questionnaire with MRA data analysis techniques. Data analysis in this study will be carried out using the help of the Statistical Package for Social Science (SPSS).

IV. Results And Discussion

Characteristics of Respondents

Respondents in this study were 42 employees of the production division of Perumda Tirta Amerta Buana. The characteristics of research respondents were profiles of 42 respondents who participated in collecting data through questionnaires. The respondent's profile describes gender, age, and last education level. In more detail, the characteristics of the respondents are presented in Table 1.

Table 1. Characteristics of Respondents

No.	Characteristics	Classification	Number of people	Percentage (%)
1.	Gender	Man	24	57.1
		Woman	18	43.9
		Amount	42	100
2.	Age	20-30	15	35.7
		31-40	10	23.8
		41-50	11	26.2
		50<	6	14.3
		Amount	42	100
3.	Level of education	SD	0	0
		Final	0	0
		junior high school	0	0
		SMA/SMK	17	40.5
		Diploma	7	16.6
		Bachelor degree)	18	42.9
Amount	42	100		

Primary Data, 2021

Based on the data presented in Table 1 regarding the characteristics of respondents, the age criteria are dominated by respondents aged 20-30 years with a percentage of 35.7 percent or as many as 15 respondents, where at the age of 20-30 is a very productive age to carry out work. The gender criteria are dominated by male sex with a percentage of 57.1 percent or as many as 24 respondents, for the last education criteria it is dominated by Bachelor's education (S1) with a percentage of 42.9 percent or as many as 18 respondents, and SMA/SMK with percentage of 40.5 percent or as many as 17 respondents. Meanwhile, there are no respondents with the last education level of SD and SMP. This is because with the last education of SMA/SMK they feel they are able to carry out tasks in their respective fields.

Moderated Regression Analysis (MRA)

Moderated Regression Analysis (MRA) in this study used the IBM SPSS Statistics 26 program which aims to determine the effect of work discipline in moderating leadership on employee productivity. The results of the MRA test are presented in table 2.

Table 2. Results of Moderated Regression Analysis (MRA)

Model		Coefficients ^a				t	Sig.
		Unstandardized		Standardized			
		B	Std. Error	Beta			
1	(Constant)	19,332		.481		40.190	.000
	Work Discipline	2,507		.661	.447	3,794	.001
	Leadership	2,720		.662	.484	4,110	.000
	Leadership Interaction* Work Discipline	3,089		.830	.271	3,722	.001

a. Dependent Variable: Work Productivity

Primary Data, 2021

Based on the results of the moderated regression analysis presented in table 2, the structural equation can be formulated as follows:

$$Y = 0.484X + 0.447M + 0.271XM + 0.378$$

The results of the MRA test in Table 2 show that the work discipline variable has a coefficient value of 0.447 and a statistical t value > t table (3.794 > 2.02) or a significance value of 0.001 < 0.05. Thus it can be concluded that work discipline has a positive and significant effect on employee productivity. The leadership variable has a coefficient value of 0.484 and a statistical t value > t table (4.110 > 2.02) or a significance value of 0.000 < 0.05. Thus it can be concluded that leadership has a positive and significant effect on employee productivity. The interaction variable of leadership and work discipline has a coefficient value of 0.271 and the value of t statistic > t table (0.001 < 0.05).

The effect of leadership on employee productivity

The results showed that testing hypothesis 1 indicated that there was a significant effect of leadership on employee productivity as indicated by the t-statistic value of 4.110 (4.110 > 2.02) and the significance value of 0.000 (0.000 < 0.05). The coefficient value is 0.484 which indicates that the effect of leadership on employee productivity is positive. Hypothesis 1 (H1) in this study which states that leadership has a significant positive effect on employee productivity is acceptable. Thus, the better the leadership, the higher the work productivity

of Perumda Tirta Amertha Buana employees.

In this case, the level of employee productivity is caused by leadership, because the leader lacks the initiative in providing input to improve employee work results. Leadership is a very important factor in a company, because companies need a driving force for their employees who are expected to direct the company in a better direction in the future. The lack of leadership initiative to provide input to employees to improve work results results in employees being less motivated to complete their work due to lack of input related to work that has been completed, this results in employees not achieving the targets set by the company.

In a study by Mario and Suhermin (2017) leadership has a positive effect on employee productivity. leadership is very important in increasing the work productivity of employees in the production section of CV. Pelita Mas Anugrah Gresik. Fuadi (2014) states that leadership has a positive effect on employee productivity, leaders must provide instructions and suggestions if subordinates have difficulties and give awards for those who excel. AS and Suprianto (2017) in their research stated that there was a significant effect between leadership on employee productivity in the MultiFuel Boiler Section at PT. Lontar Papyrus Pulp and Paper Industry. The same research results were also obtained from research conducted by Jumady (2020), Nuralam (2019),

The effect of work discipline on employee productivity

The results showed that the testing of hypothesis 2 indicated that the effect of work discipline on employee productivity was significant, with a t-statistic value of 3.794 ($3.794 > 2.02$) and a significance value of 0.001 ($0.001 < 0.05$). The coefficient value is 0.447 which indicates that the effect of work discipline on employee productivity is positive. Hypothesis 2 (H2) in this study which states that work discipline has a positive and significant effect on employee productivity is acceptable. Thus, the higher the work discipline, the higher the work productivity of Perumda Tirta Amertha Buana employees.

In this case, the level of work discipline is caused by employees who tend to return to the workplace after a predetermined break. Lack of discipline in employees results in unfinished or delayed work and not completing tasks on time. This of course leads to a decrease in employee productivity. Employees who are disciplined at work, do not delay work, obey work rules, and have good morals at work can increase employee productivity.

This is in line with the results of research conducted by Jumady (2020) showing that the work discipline variable is able to effect the increase in employee productivity. Aspiyah and Martono (2016) there is an effect of work discipline on the work productivity of CV employees. Lut Putra Solder, when an employee is more disciplined, it will increase employee productivity, and conversely when employee discipline decreases, employee productivity will decrease, indicating that work discipline has an effect on the high and low work productivity of employees. In research by Andini et al (2019), the variable of work discipline has a significant effect on the work productivity of employees at PT. Perkebunan Nusantara IV Pabatu Business Unit.

The moderating role of work discipline on the effect of leadership on employee productivity

The results showed that hypothesis testing 3 indicated that the variables of work discipline and leadership interaction with work discipline each had a significant effect, namely the t-statistic values of 3.794 ($3.794 > 2.02$) and 3.722 ($3.722 > 2.02$). and a significance value of 0.001 ($0.001 < 0.05$) and 0.000 ($0.000 > 0.05$). Thus, the work discipline variable is a pseudo moderating variable of the effect of leadership on the work productivity of Perumda Tirta Amertha Buana employees. That is, if work discipline increases, employee productivity will increase with increasing leadership for the better. The coefficient value of the interaction variable has a positive coefficient of 0.271 which indicates that with increasing work discipline, then the effect of leadership on employee productivity becomes high. In other words, work discipline strengthens the effect of leadership on the work productivity of Perumda Tirta Amertha Buana employees.

Hypothesis 3 (H3) in this study which states that work discipline moderates the effect of leadership on employee productivity is acceptable. Leadership as a driving force for the company, if it goes well it will be able to move employees to increase work productivity which will direct the company towards the goals it wants to achieve. If the process is accompanied by high work discipline, the work productivity of employees will also increase. This is in line with the results of research conducted by Jumady (2020) in his research which states that the work discipline variable can strengthen the value of the leadership variable on employee productivity.

Coefficient of Determination

Table 3. Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925a	.857		.845
a. Predictors: (Constant), Leadership Interaction*Work Discipline, Work Discipline.				

Leadership

Primary Data, 2021

The coefficient of determination (R²) aims to determine how much the ability of the variable leadership, work discipline, and moderation in explaining employee productivity variables. The results of the analysis in Table 4 show that the magnitude of R Square is 0.857 or 85.7 percent. Thus, the employee productivity variable can be explained by the leadership variable, work discipline, and the interaction variable by 85.7 percent, the rest is explained by other variables outside the model.

F Test Results

Table 4. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression		1106.763	3	368,92175,633	.000b
	Residual		185.356	38	4.878	
	Total		1292,119	41		

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Leadership Interaction*Work Discipline, Work Discipline,

Leadership

Primary Data, 2021

The results of the F test in table 4 show that the calculated F value is greater than the F table at alpha 0.05, which is 75.633 (75.633 > 3.24) and a significance value of 0.000 (0.000 < 0.05) thus leadership and work discipline simultaneously significant effect on employee productivity.

MANAGERIAL IMPLICATIONS

The results of this study have been able to enrich the theory of exchange (social exchange theory) related to employee productivity. This research has been able to add to empirical studies, strengthen the results of previous studies, and confirm that work discipline moderates the effect of leadership on employee productivity.

The results of this study have implications for employee productivity development strategies, especially for Perumda Tirta Amertha Buana employees to pay more attention to indicators of leadership, work discipline and employee productivity. The management of Perumda Tirta Amertha Buana is expected to be able to increase employee productivity by providing feedback and appreciating employee performance as well as tightening the company's working hours regulations. Thus, this research is expected to increase the work productivity of the employees of Perumda Tirta Amertha Buana.

V. Conclusion

In the variable of employee productivity, it shows that the results of the employee's work have not met the set targets. Thus, to increase employee productivity, it is necessary to evaluate whether the targets set are in accordance with the abilities or skills of the employees. In addition, Perumda Tirta Amertha Buana can also motivate employees to achieve targets by providing rewards for employees who are able to meet or exceed the set targets.

On the leadership variable, it shows that the employees of Perumda Tirta Amertha Buana feel that the leadership initiative in providing input to improve work results is quite low. Thus, the leadership needs to provide feedback on the work of employees more routinely, for example once a month. In addition, the leadership can examine employee needs and complaints, so that the leader can help solve problems that hinder employee performance.

On the work discipline variable, it shows that employees quite often return to the workplace after a predetermined break. Thus, it is necessary to be firm in the application of rest hours. This can be done by evaluating employees who often return to work hours after the break ends, and giving penalty points. In addition, the Perumda can also cut incentives or benefits given to employees who often return to work late. And ensure that there are written rules regarding employee discipline.

Research Limitations

Based on the research that has been done, there are limitations experienced. This study only discusses leadership and work discipline as factors that affect employee productivity, while based on previous studies, there are many other factors that can affect employee productivity.

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