

The Moderation Effect of Work Discipline: Leadership Style on the Statistics Indonesia Employee Performance in Lamongan

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ABSTRACT

Introduction/Main Objectives: This study focused on human resource management at The Statistics of Lamongan Regency, where employees need reliable and competent leadership. Leadership is categorized as an empowerment concept when leaders share directions, support systems, are friendly, synergize, and provide exemplary examples to their subordinates. **Background Problems:** Through scientific ways, this study attempted to respond to the research questions; 1) Does leadership style have a significant effect on employee performance, 2) Does leadership style and work discipline have a significant effect on employee performance, 3) Does employee work discipline moderate the influence of leadership style on employee performance? **Novelty:** The current study highlights the indicator of leadership styles from Michigan university's model, which was infrequently used in this type of research. Whereas, this angle seems fit for seeking leader from both directions; task and relationship behaviour, to find out why employee performance reaches sufficient high category. Besides, another differentiating element is a research approach of moderating variable of discipline, to know of those that strengthen or weaken performance resulting from the leadership style. **Research Methods:** The survey design administered the questionnaire, interviews, and observation to the target samples. The data was then analyzed using descriptive analysis and Moderated Regression Analysis. **Finding/Results:** The results show that leadership style affects employee performance, leadership style, and work discipline positively and significantly. Work discipline can moderate leadership style on employee performance. **Conclusion:** Leaders can select any leadership style, but they must remain aware of task and relationship behavior. This study has many limitations; hence, the future researcher can apply other leadership styles under different conditions.

1. Introduction

Human resources are seen as the key to the success of an organization, along with the ability of the workforce to drive the organization's operational system (Taufik, 2013). The success of managing human resources can be done by unifying the mindset and performance of employees and leaders to achieve the vision and mission of the organization. Mulyadi, Pratiwi, and Zubaidah (2020) in their study mention behaviors that can be taken to manage human resources, including forming a good working mentality of workers and raising high dedication to work, fulfilling motivational aspects, discipline that provides good coordination through guidance and direction from leaders to subordinates to meet work standards and optimal results.

The workforce or employees have behavior that is constantly changing. However, organizations are required to stabilize or even improve their performance. Employee performance is employees' ability to be displayed to carry out their duties and achieve work results that follow what is charged in the long or short term (Bintoro., 2017; John, 2017). In other words, employee performance relates to how employees complete their duties without defects within a certain period. Mulyadi, Pratiwi, and Zubaidah (2020) synthesize three factors that determine individual performance: the ability to work, the desire to work, and the opportunity to work from organizational support.

Measurement of individual or employee performance is necessary because employee performance supports organizational performance (John, 2017). The behavior displayed by employees can strengthen or even weaken the performance

of an organization. More specifically, employees who demonstrate good behavior during work mean they understand and uphold the organization's values. It has the potential to strengthen the organization's goals.

Individual performance is essentially a result of what employees have done. Mulyadi et al. (2020) and Hakim et al. (2021) state that individual performance is formed due to organizational performance. It means that the organization's ability to meet the following aspects can spur maximum performance and work results from an employee. These aspects are organizational development, compensation plan, communication system, managerial style, organizational structure, policies, and procedures. On this occasion, the aspect used to determine employee performance is leadership style, which is a derivative of managerial style and work discipline developed from employees' work behavior in companies or agencies.

Leadership is also an essential factor in an organization. The leadership takes over the functions of the board of directors in carrying out operational duties and at the same time overseeing the performance of employees while working. For this reason, organizations constantly need leaders who have good approach patterns to address problems that occur during the implementation of the organization's vision and mission. In other words, leaders are expected to pay attention to their leadership style in directing the activities of their members and coordinating organizational goals.

Leadership style is defined as the approach used by leaders to direct, influence, encourage and control subordinates (Rivai,

2015; Wirawan, 2015). The leadership style applied does not always have to be the same in dealing with different situations. Leaders must change their style flexibly so that employee responses become more accurate in addressing the problems at hand.

The leadership function is built from the management function. Taufik (in Schermerhorn 2013) explains that four management functions must be optimized so that an organization can survive and develop. The four functions include planning, organizing, directing, and controlling. A leader can realize these functions.

In addition to leadership, work discipline is also a factor that will be examined in measuring employee performance. Work discipline is related to management activities used to carry out the regulations set by the organization (Handoko, 2014). Work discipline is closely related to the internal awareness of each individual. For this reason, how does the organization instill and train values that employees must obey to reach a conscious point with disciplinary points being the focus in every work discipline activity?. Siagian (2015) explains that to reach the stage of being aware and voluntarily showing compliance with regulations is not an easy matter. Employees must know the details of each item classified as a violation. This knowledge must be formed at the beginning before discipline appears in each employee.

Many factors affect the performance of employees. According to Mathis & Jackson (2011), factors that affect performance are employee abilities, work discipline, support or encouragement received, the existence of work done, and relationships with organizations or companies. These factors

must be considered to obtain maximum performance and not harm the organization or company. Employees who have high abilities will quickly complete the work. Otherwise, employees with low abilities will be slower in completing their work.

In contrast to previous research, this research will be conducted at The Statistics of Lamongan Regency (BPS). The Statistics of Lamongan Regency, like other public services, has the task of supporting providing data, facilitating data compilation, or developing community services. BPS is a pioneering agency in using computers because it started using them around 1960.

Based on interviews conducted by researchers with the leadership of The Statistics of Lamongan Regency, it is explained that the performance of employees at The Statistics of Lamongan Regency is not optimal. Some aspects are not carried out properly on employee performance. It is not achieved according to the expectations of the Statistics of Lamongan Regency.

Statistics Indonesia is a Non-Ministerial Government Institution directly responsible to the President. The Statistics Indonesia (BPS) is an agency that provides data for the government and the community in Lamongan Regency. Statistical results organized by BPS are published in official statistics on a regular and transparent basis so that the public can easily find out or obtain the required data.

Based on a preliminary survey conducted by researchers at The Statistics of Lamongan Regency. Leaders always make decisions by using discussion media to determine decisions. Communication between leaders and subordinates is also well established. However, this good leadership style has not encouraged

employees to achieve high-performance results. It can be seen in interviews with several employees of the Statistics of Lamongan Regency. They stated that the average employee had not completed their work in the stipulated time and had not shown good data quality.

Employees at the Statistics of Lamongan Regency in carrying out their duties are always accompanied by targets that must be achieved. In reality, some results are completed less than optimal. When viewed in terms of the quality and quantity of employees' work at the Statistics of Lamongan Regency, the level of completion in carrying out tasks is still considered low. Therefore, people feel dissatisfied with the provision of data presented. The performance of employees of the Statistics of Lamongan Regency seen from the timeliness in completing tasks is less than optimal. This can be seen from one of the completion of the publication book project and the completion of the regional map of the Lamongan Regency, which was not fast enough to be accessible to the broader community. Many regional maps need to be revised repeatedly. Publications/reports that should be published on time also often experience delays in publication.

The level of work discipline of employees is often complained of by various parties because it causes the low quality of service they get, one of which is that the quality of the data in BPS is not complete. It illustrates that the bureaucracy has not effectively carried out community service functions, meaning that employees are not disciplined. In addition, poor performance can also be seen from many employees who do things that are less useful in career

improvement because they have not optimized time use. It shows that the level of employee discipline is low.

Research that links employee performance, leadership style, and work discipline has been found. The difference in the object of research does not make it obtain different results. First, the research conducted by Fajri and Dharmawan (2021) at HokBen Citra Garden, West Jakarta, found that partially and simultaneously, the research variables had a significant effect. Work discipline is the strongest predictor in giving effect. There is no difference in employee performance at HokBen Citra Garden, West Jakarta.

Subsequent research is conducted by Tahar & Abdillah (2021) on the performance of Village Government Apparatus in Sleman and Zulaiha, Misrania, and Diana Regencies (2020) at the food security office and fisheries in the city of Pagar Alam. Both findings ensure that the variables studied in this study influence employee performance. The results of this study are in line with research conducted by Handayani and Soliha (2020), Rahmi, Achmad & Adhimursandi (2020), and Araffat, Ali, Bangsawan, Diarti, & Budiono (2020), which state that one of the determinants of the employee performance success is to increase employees' work discipline to maximize their performance.

The research conducted by Suparta (2017) was conducted at LPK Monarch Candidasa with 31 respondents as research subjects. Using the structural equation modeling analysis test, it is known that the above variables directly influence each other, and indirectly work discipline becomes a reinforcing variable between leadership and the performance of the head of LPK Monarch Candidasa. The leadership run by LPK

Monarch Candidasa, which makes employees have high discipline, will make employee performance increase.

2. Literature Review

Rivai (2015) considers leadership as a process of influencing the activities of individuals or groups to achieve goals in certain situations. Another opinion expressed by Mondy & Martocchio (2016) says that leadership is a process of influencing the behavior of others so that the person behaves as he wants. Leadership is a significant factor in leading and influencing the organization's presentation.

Another opinion conveyed by Yukl (2015) suggests that leadership can influence a group towards achieving goals. Leadership is the essence of organizational management, the leading resource, and the central point of every activity that occurs in an organization. Good leadership will provide harmonious reciprocal relationships in producing common goals.

According to Thoha (2017), leadership style is a variety of behavior patterns favored by leaders in directing and influencing workers. Kartono & Kartini (2014) state that Leadership style is the nature, habit, temperament, character, and personality that distinguish a leader in interacting with others. This theory states that there are two kinds of leadership behavior, namely the job-oriented and the employee-oriented

Task-oriented leaders direct and securely supervise subordinates without participation to ensure that tasks are carried out correctly as planned. Leaders with this style are more concerned with the execution of the work than the development and growth of employees. While the leaders with employee orientation style will try to

motivate subordinates rather than monitor them. Employees are encouraged to carry out tasks by providing opportunities to participate in decision-making, creating an atmosphere of friendship and mutual trust and respect relationships.

According to Robbins & Coulter (2016), the leadership study at the Survey Research Center at the University of Michigan has the same goal as the Ohio State Studies to locate behavioral characteristics of leaders that appear to be related to work effectiveness.

Discipline comes from the Latin "disciple," which means follower. Along with the times, the word has changed to "discipline," which means obedience. Sutrisno (2016) states that discipline is a person's compliance in following rules or regulations because of the encouragement of the awareness in his heart. Meanwhile, according to Simamora (2016), discipline is taken with supervision to correct wrong behavior and attitudes on temporary employees.

According to Fahmi (2016), discipline is an attitude of one's willingness to obey the norms of the regulations that apply around him. Good discipline reflects the magnitude of one's responsibility for the tasks assigned to him. It will encourage work enthusiasm, morale, and the realization of organizational goals.

Leadership playing a very dominant role in the organization's success in carrying out its various activities is especially evident in the performance of its employees (Siagian, 2016). It is supported by the research results conducted by Cherian, Gaikar & Paul (2020) and Agarwal (2020) with the results of research that leadership styles affect organizational or company performance. It shows that leadership influences employees.

Leaders must direct employees to improve performance in carrying out their duties and responsibilities. The results were also obtained from the research of Hakim, Faizah & Mas'adah (2021). Work can be influenced by the style of the leader being led. Leaders can lead or guide to improve employee performance.

H1: Leadership style has a positive and significant effect on performance

Discipline is essential for organizational growth. Discipline is used to motivate employees to be self-disciplined. As with the abilities possessed by employees, if it is not balanced with an understanding of high work discipline, the tasks and work carried out will not produce a good performance. It is supported by the research results conducted by Astuti & Amalah (2018) and Suprpti, Astuti, Sa'adah, Rahmawati, Astuti, & Sudargi (2020) with the results of disciplinary research on performance. It means that the better the discipline, the better the employee's performance. This result is also supported by research by Maryani, Entang & Tukiran (2021) and Hakim, Faizah & Nujulah (2021) that employee performance success cannot be separated from employee discipline. This means that the more disciplined employees work, the higher the results of employee performance.

H2: Leadership Style and Work discipline have a positive and significant effect on performance

Robbins (2016) suggests that employee performance is influenced by climate, leadership, quality of work, work ability, initiative, motivation, endurance or reliability, quantity of work, and work discipline. The results of this study were also presented by Rosalina & Wati (2020). Leadership style can affect the work

discipline of subordinates. It is supported by the results of research conducted by Ohemeng, Amoako-Asiedu, and Obuobisa (2018) and Makambe & Moeng (2019) with the research results that leadership style has a positive and significant effect on work discipline. It shows that the leadership style applied by the leader will affect the level of employee discipline. The study results are in line with the research of Claudia, Tampubolon & Sunaryo (2021), which shows a close relationship between leadership style and employee discipline in improving employee performance. The results show that leadership influences employee performance, and work discipline can positively impact performance results.

Furthermore, the research conducted by Handayani (2019) states that leadership and work discipline are determinants of an employee's work success. In this case, employees can work flexibly well. In line with the research results of Hakim, Tobing, & Istifadah (2019), results show that leadership, work discipline, and performance can improve employee performance in achieving company goals. Then the hypothesis is:

H3: Work discipline moderates the effect of leadership style on performance

We created a conceptual research model to visualize leadership style using the University of Michigan Study Theory model based on the literature review. According to Sugiyono (2017), conceptual research is a conceptual model of how theory relates to various factors that are considered necessary. Thus, conceptual research is an understanding that underlies the most basic understanding and becomes the basis for thinking or the fundamental research process to be carried out. Visualization of research

conceptual model design can be seen in the following figure:

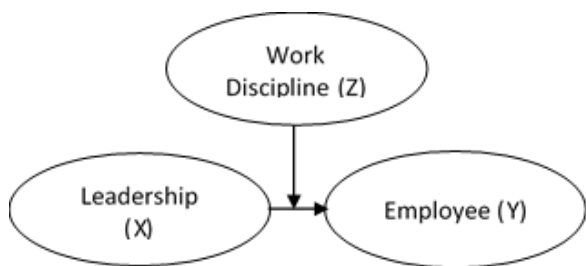


Figure: Research Model

3. Method, Data, and Analysis

This type of research is a survey. A survey is a procedure in which the researcher gives a questionnaire. Observers take notes on a sample to describe the respondents' attitudes, opinions, behaviors, and characteristics (Ferdinand, 2014). This research is classified as quantitative research using a questionnaire as a data collection strategy. The questionnaire assesses leadership style using the University of Michigan Studies theoretical model. This study used a total sampling technique by estimating the number of employees of the Statistics of Lamongan Regency as 42 people. Arikunto (2016) suggests that if the population is more than 100 people, a sample of 25-30% of the total population must be determined. If the population is less than 100 people, the total population must be determined.

Data analysis used descriptive analysis, which was used to describe task-oriented and relationship-oriented leadership styles (Ghozali, 2016). The data analysis technique used in this research is simple regression, multiple regression, and regression analysis model analysis. Moderated Regression Analysis (MRA) or interaction test is a

unique application of multiple linear regression in which the regression equation contains an interaction element (multiplication of two or more independent variables).

4. Result and Discussion

The data described in this study aims to determine the tendency of respondents' responses to the statements in the questionnaire. Therefore, the data description analysis was divided into leadership style, discipline, and performance responses. The results of the descriptive analysis of leadership styles at the Statistics of Lamongan Regency are completely presented in table 1.

Table 1. Description of Leadership Style

Item	SS	S	CS	TS	STS	Descriptive analysis	Information
	5	4	3	2	1		
X _{1.1}	14	19	7	2	0	171	high
X _{1.2}	8	20	10	4	0	158	high
X _{1.3}	4	7	9	8	14	105	low
X _{2.1}	12	23	6	1	0	172	high
X _{2.2}	6	23	9	4	0	157	high
X _{2.3}	3	5	11	9	14	100	low
	Mean					143,83	High

Source: data processed, 2021

Overall descriptive analysis shows that the leadership style practiced at the Statistics of Lamongan Regency is included in the high category. It is because the achievement value of the descriptive analysis score on this variable is 143.83. Indicators of achievement of leadership style can be shown by the high orientation of the leader to the task and employees.

The distribution of respondents' responses regarding work discipline statements is presented in table 2 below.

Table 2. Description of Work Discipline

Item	SS	S	CS	TS	STS	Descriptive analysis	Information
	5	4	3	2	1		
Z ₁	12	23	6	1	0	172	high
Z ₂	9	26	5	2	0	168	high
Z ₃	12	22	6	2	0	170	high
Mean						170	High

Source: data processed, 2021

The results of the overall descriptive analysis on the work discipline variable reveal high employee discipline. It is primarily on the observance of the rules of time, the observance of the applicable regulations, and the observance of behavior at work. It is based on acquiring a descriptive analysis score that reached 170 and was included in the high category.

The results of the descriptive analysis of employee performance at the Statistics of Lamongan Regency are fully described in table 3 as follows:

Table 3. Performance Description

Item	SS	S	CS	TS	TS	Descriptive analysis	Information
	5	4	3	2	1		
Y ₁	14	23	4	1	0	176	high
Y ₂	9	27	5	1	0	170	high
Y ₃	14	22	5	1	0	77	low
Mean						141	Moderate

Source: data processed, 2021

The results of the descriptive analysis show that the performance of employees at the Statistics of Lamongan Regency is medium following the provisions. This is based on the employee's assessment of the work quality, quantity of work, and time use, which reached a value of 141 and was classified in the sufficient category.

The following analysis included in this study was a simple linear regression test and multiple moderation regression analysis. This test helps describe the effect of more than one independent variable on the dependent variable. Data processing was

carried out using the IBM SPSS Version 25 program. Recapitulation of processed data is shown in the table below:

Table 4. Simple Regression Recapitulation

Variable	Regression Coefficient	t _{hitung}	Sig
Leadership Style (X)	0,330	5,791	0,000
constant			= 5,615
Adjusted R Square (R ²)			= 0,442
Coefficient of Determination R ²			= 0,456

Source: data processed, 2021

The regression equation used is as follows:

$$Y = \alpha + bx + e$$

Based on the results of the first regression analysis, the regression equation can be formulated, namely:

$$Y = 5,615 + 0,330X + e$$

The analysis results also reveal the correlation between compensation variables and employee performance (Coefficient of Determination R square) of 0.456. These results indicate that there is a reasonably strong relationship between the independent variable and the dependent variable. Thus, it can be explained that the relationship of leadership style, which includes task orientation and employee orientation, with employee performance is quite strong or positive and significant.

Table 5. Multiple Regression Recapitulation

Variable	Regression Coefficient	t _{hitung}	Sig
Leadership Style (X)	0,181	3,415	0,002
Work Discipline (Z)	0,529	5,199	0,000
constant			= 2,268
Adjusted R Square (R ²)			= 0,662
Coefficient of Determination R ²			= 0,679

Source: data processed, 2021

The regression equation used is as follows:

$$Y = \alpha + bX + bZ + e$$

Based on the results of the regression analysis, A multiple regression equation can be formulated as follows:

$$Y = 2,268 + 0,181X + 0,529Z + e$$

Adjusted R Square value shows the percentage of the effect of the independent variable on the dependent variable. This test shows that the Adjusted R Square value is 0.662. Thus, the regression model used can explain the influence of leadership style and work discipline variables by 66.2% on employee performance, and 33.8% is explained by other variables not included in this study. The multiple linear regression analysis results of the leadership style and work discipline variables showed multiple correlations (coefficient of determination R) of 0.679. This figure indicates that there is a reasonably positive and significant relationship between the independent variable and the dependent variable.

The moderating variable in this study is the interaction between the leadership style and work discipline variables which act as independent variables. The results of these tests are:

Table 6. Recapitulation of moderated regression analysis

Variable	Regression Coefficient	t _{hitung}	Sig
Leadership Style (X)	0,952	4,691	0,000
Work Discipline (Z)	1,790	5,343	0,000
X*Z	0,064	3,898	0,000
constant			= 12,615
Adjusted R Square (R ²)			= 0,752
Coefficient of Determination R ²			= 0,771

Source: data processed, 2021

The formulation of the regression equation is known as follows:

$$Y = 12,615 + 0,952X + 1,790Z + 0,064X*Z + e$$

Moderation test was done by comparing the adjusted R square value, which shows the coefficient of determination in multiple linear regression analysis and moderating regression analysis. From the results of multiple linear regression testing, it

is known that the coefficient of determination is 66.2%, and the coefficient of determination from the moderating regression test is 75.2%. The hypothesis in this study is accepted when the R coefficient value in the moderation test is greater than the R coefficient value in the multiple linear regression test.

Based on these results, it can be explained that the R-value of moderated regression is greater than the R-value of multiple linear regression (75.2% > 66.2%). As a result, H₀ is rejected. These results mean that the work discipline variable moderates the influence of the leadership style variable on the employee performance variable at the Statistics of Lamongan Regency. In addition, there is an increase in the coefficient of determination by 9% after the moderating variable is added, which means that work discipline moderates or strengthens the effect of compensation on employee performance.

The analysis results on a simple linear regression test show that leadership style significantly affects employee performance. In addition, the value generated in the test is positive. It means a positive relationship between leadership style and employee performance which is known from the regression equation. This positive relationship reveals that the higher the leadership style practiced by the leader through task orientation and employee orientation at the Statistics of Lamongan Regency, the higher employee performance will be.

The results of this study are similar to the research conducted by Hakim et al. (2021), which concluded that leadership style has a positive and significant effect on employee performance. The style of a leader who is always task and employee-oriented

can trigger supervision overwork and employee morale. Thus, if the leadership style practiced can monitor employee behavior, employees will voluntarily show good work performance.

The multiple linear regression analysis results showed that simultaneously and partially, the leadership style and work discipline variables had a significant effect on employee performance at the Statistics of Lamongan Regency. A positive influence indicates that the higher the leadership style and work discipline, the employee's performance will increase.

The results of this study are supported by the results of research presented by Ohemeng, Amoako-Asiedu, and Obuobisa (2018), which reveals that simultaneously leadership style and work discipline affect employee performance. Meanwhile, the results of this study are partially supported by Makambe & Moeng (2019) and Jayanti & Wati (2019), Irwan, Adam, Sofyan, Mustanir, & Fatimah (2019). The research results by Ohemeng et (2018) concluded that leadership style has a significant effect on employee performance. Furthermore, research by Limbong, Timuneno & Fanggidae (2019) concluded that work discipline significantly affects employee performance.

The moderation test resulting from the moderated regression analysis shows that work discipline moderates the influence of leadership style on employee performance. The moderating variable (interaction between leadership style variables and work discipline) increased 9% of the relationship between leadership style, work discipline, and employee performance. Multiple linear regression analysis showed 66.2%, whereas after adding the moderating variable, the percentage increased to 75.2%.

This study indicates a positive and significant effect of the work discipline variable on the influence of leadership style on employee performance at BPS Lamongan Regency (Handayani, 2019). Work discipline is to strengthen the relationship of leadership style on employee performance. If the interaction between leadership style and work discipline is higher, employee performance will increase. The results of this study are in line with research by Rosalina & Wati (2020), Saputra & Rosyida (2020), and Wasiati (2021) that work discipline can provide moderation between leadership style and performance. In line with the research results of Hakim, Tobing, & Istifadah (2019), leadership, work discipline, and performance can improve employee performance in achieving company goals.

5. Conclusion

Based on the discussion of the results of research that has been carried out on the influence of leadership style on employee performance by considering work discipline as a moderating variable at the Statistics of Lamongan Regency, it can be concluded as follows:

Leadership style positively and significantly affects employee performance at the Statistics of Lamongan Regency. Together, leadership style and work discipline positively and significantly impact employee performance, and work discipline can moderate leadership style on employee performance at the Statistics of Lamongan Regency.

In addition, this study restricted the several elements influencing the interpretation of findings. First, the small sample size and accessibility were constraints to meet the representative

distribution of the population to whom results are generalized. Access to a larger target sample was denied in some ways by either the company or employees themselves. Second, the difference in theory and practice locating the quadrant, from the self-reported data. It could not be avoided the incongruent information among the subjects; in other words, the leadership and the employees showed different experiences or feeling at some points. Then, cultural or other types of bias potentially became unanticipated challenges that emerged during the study. The research invited different sample profiles, leadership styles, and employees. Each profile was possible to interpret style diversely, and way of communication in giving orders or direction, in either positive or negative connotations.

The flavors and flaws from this research are expected to inspire further researchers interested in theory University of Michigan studies and its development. The upcoming studies might engage some other variables, like transformational, democratic, Laissez-Faire, Hersey and Blanchard's theory, and others, which might differ from the current studies. Therefore, either current or future researchers can post a unity finding in relevance to the leadership styles.

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