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# **Discipline enforcement through leadership and motivation**

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## **Abstract**

This research aims to determine effects of leadership style and work motivation on employee work discipline. Approach in the research uses qualitative approach and inter-variable analysis using simple and multiple linear regressions. Results of the research show that leadership style has positive and significant effects on work discipline. In addition, work motivation has positive and significant effects on employee work discipline. Leadership style shows balance of employer and achievement of organizational objectives. To improve employee work discipline, employers can provide rewards for employees having high discipline and sanctions for discipline violation. Leaders assist employees facing difficulty in completing their works.

**Keywords:** Employee Discipline, Leadership Style, Motivation.

# Aplicación de la disciplina mediante el liderazgo y la motivación

## Resumen

Esta investigación tiene como objetivo determinar los efectos del estilo de liderazgo y la motivación laboral en la disciplina laboral de los empleados. El enfoque en la investigación utiliza el enfoque cualitativo y el análisis de variables utilizando regresiones lineales múltiples y simples. Los resultados de la investigación muestran que el estilo de liderazgo tiene efectos positivos y significativos en la disciplina laboral. Además, la motivación laboral tiene efectos positivos y significativos en la disciplina laboral de los empleados. El estilo de liderazgo muestra el equilibrio del empleador y el logro de los objetivos de la organización. Para mejorar la disciplina laboral de los empleados, los empleadores pueden brindar recompensas a los empleados que tienen una alta disciplina y sanciones por infracción disciplinaria. Los líderes ayudan a los empleados que enfrentan dificultades para completar sus trabajos.

**Palabras clave:** Disciplina de los empleados, Estilo de liderazgo, Motivación.

## 1. INTRODUCTION

Employee work discipline is an action or behavior of being compliance, orderly and obeying as a form of responsibility for their works. Good institutional performance is also influenced by good employee work discipline. Thus, work discipline influences on employee performance. Not all employees in government institutions have good work discipline. Sometimes, they still show low disciplines, such as being late, going home earlier, leaving works without

permission and many reasons for absence leading to unsatisfied work results. Such conditions can lead to leaders' upset and directly warn them to work better. But such actions cannot solve the problems, in addition to giving anger and enmity to leaders, it also creates no significant effects on performance improvement. It is necessary for mindset changes on discipline use, which is formally addressed to oppose sanctions to any employees with low performance, then it is later addressed to change their behavior from having no awareness into responsible people (King, 2003).

For now, it can be seen that discipline enforcement by warning and sanctions is not properly. It is necessary for other ways for employee discipline enforcement which gives more sense of responsibility, motivation and affective commitment so that they will willingly give the best one for their institution. Here, leaders serve a very urgent role to provide effects and motivation so that employees can show their responsibility for the works. Discipline enforcement by giving sanctions is no longer considered as strategic steps in employee guidance. It is necessary for discipline enforcement by non-punitive ways through extrinsic motivation provision. This extrinsic motivation provision gradually is expected to be able to positively change employee behavior through growing intrinsic motivation as a form of work discipline. Motivation can lead to hard-working employees and show their dedication to achieve the goal to improve employee and institutional productivity (Hersona, 2017).

Employee work discipline practically is inseparable from the role of leadership. Leaders with the intension to create good employee work discipline require their involvement in decision making, communication and empowerment in the organizational process. If these can be applied, then there will be growing employee work motivation since they are aware of being involved in institutional management. Each leader in applying leadership function uses different ways and styles which are called as a leadership style. The leadership style and motivation give significant effects on employee discipline. Work discipline shown and owned by an employee is influenced by inter and extern factors. Intern factors are any factors related to themselves such as work motivation, work encouragement and work initiative.

Then, extern factors are any factors from the environment, such as welfare, leadership, assertiveness, supervision and incentive. It can be said that intern factors such as work motivation can influence one's work discipline. Higher motivation will lead to higher employee work discipline. Motivation serves a very important issue in every group of people business who work together to achieve organizational goals. Lack of employee motivation leads to less meaningful high competencies; employees tend to do nothing without energy and weak helpless. Motivation becomes a trigger for excellent competence and leads to very strong and energetic employee skills. Motivation is the employee willingness to make high-level efforts to achieve organization goals, which are conditioned by their ability to satisfy their needs.

Employee discipline is greatly influenced by work motivation factors. This implies that people with high work motivation tend to be more discipline on any rules within the organization and people with low work motivation will tend to make any discipline violation (Purwanta, 2018). Work motivation has a very close relationship, has positive and significant effects on employee work discipline. Happy employees in carrying out their work, in general, there will lead to a high level of discipline. Conversely, if there is a low level of work motivation, then they will adjust to not good things. Therefore, employee work motivation must be maintained in good condition so that there will be also a good level of discipline (Mensah, 2016). Extern factor giving effects on work discipline is organizational leadership as a specified individual ability to influence, motivate and encourage people to contribute for organizational effectiveness and success.

Leadership relates to processes influences organized group activities to achieve goals. Leaders try to influence group activities in organizations to improve their performance in order to achieve any determined goals. Leadership with wise, thoughtful, giving an example, being disciplined, and implementing all procedures consequently will make successful organization discipline. Leaders must avoid favoritism that can lead to bad prejudice, resentment, envy and social jealousy (Pynnönen, 2013). Based on this explanation, it can be said that work discipline possessed by employees is highly dependent on their superior leadership. Leadership style has significant effects on employee work discipline. Better leadership style, work

discipline will be increased. Leadership style has positive and significant effects on employee work discipline, namely a better leadership style; employee work discipline is also getting better.

## 2. METHODOLOGY

This research was conducted in the Bangka Belitung Islands (Indonesia) with there is 61 population of civil servants who have certain general and functional positions. The approach used is quantitative with descriptive analytical method. Meanwhile, the variables and aspects, both independent variables and the dependent variable are presented in table 1.

Table 1: Variables and Aspects of Discipline, Leadership Style and Motivation

No	Variables	Aspects
1	Work discipline	Attendance Leadership example Compliance Alertness Work ethics
2	Work motivation	Motivator factors Hygiene factors
3	Leadership style	Orientation to tasks Orientation to human relationship



The data analysis technique used is descriptive analysis with the Weighted Mean Score technique to summarize data overall trend. The value used to represent the trend is the average value. The data analysis to determine whether there is an effect of whole independent variables on the dependent variable is used correlation analysis and simple regression. The correlation analysis is intended to determine the degree of relationship between variables X and Y. The measure used to determine the degree of relationship in this study is the correlation coefficient ( $r$ ) using the Spearman-Brown formula. Simple regression analysis is intended to determine the functional or causal relationship of one independent variable with one dependent variable (Fujo & Dida, 2019).

### **3. RESEARCH RESULTS AND DISCUSSION**

Figure 1 show the calculation results of the average value of employee work discipline variable (Y) measured based on 5 aspects, namely the average value is 4,030. The average value shows that employee work discipline is high based on the dimensions and indicators used in this study. Exemplary and attendance have low scores under the compliance, alertness and work ethic aspects. The average values of these five dimensions are shown in figure 1.

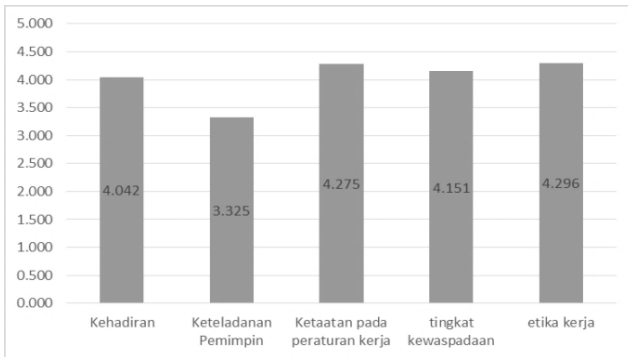


Figure 1: Average distribution of Work discipline aspect

The leadership style variable (X1) is measured based on 2 aspects of attention to the task and subordinates, it obtains an average value of 3.404. The average value shows that the leadership style applied by the Quality Assurance Agency of Bangka Belitung Islands is in the high category. The aspect of attention to subordinates is under the aspects of attention to the task or work. Calculated results of these both dimensions are shown in Figure 2.

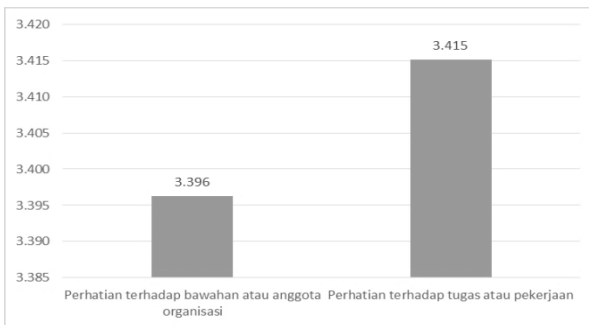


Figure 2: Average Distribution of Leadership Style Variable Dimension

Work motivation variable (X2) is measured based on 2 dimensions and obtains an average value of 3,600. The average value shows that work motivation of Bangka Belitung Island Quality Assurance Agency motivator factor employees is high based on the dimensions and indicators used in this study. The motivator factor aspect show scores above the hygiene factor aspect. The average values of these both dimensions are shown in Figure 2.

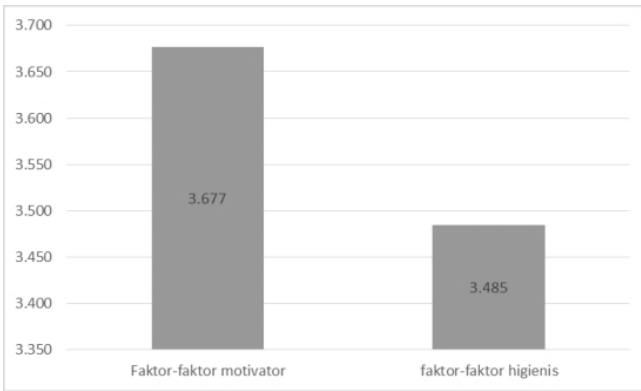


Figure 3: Average Distribution of Work Motivation Variable Dimension

The analysis results show Leadership Style effects on Employee Work Discipline by 34.6% while the remaining is influenced by other factors. Clearly, correlation (Table 2) and regression (Table 3) of Leadership Style on Employee Work Discipline can be seen as in the following table.

**Table 2: Correlation Test Results of Leadership Style and Employee Work Discipline**

		Work discipline	Leadership style
Work discipline	Pearson Correlation	1	.588
	Sig. (2-tailed)		.037
	N	53	53
Leadership style	Pearson Correlation	.588	1
	Sig. (2-tailed)	.037	
	N	53	53

**Table 3: Linear Regression Summary Model of Leadership Style on Employee Work Discipline**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588	.346	.341	5.81454

The analysis result on work motivation effects on employee work discipline is 41,6% meanwhile, the remaining is influenced by other factors.

**Table 4: Correlation Test Results of Work Motivation on Employee Work Discipline**

		Work Discipline	Work motivation
Work discipline	Pearson Correlation	1	.645
	Sig. (2-tailed)		.000
	N	53	53
Work motivation	Pearson Correlation	.645	1
	Sig. (2-tailed)	.000	
	N	53	53

Table 5: Linear Regression Summary Model of Work Motivation on Employee Work Discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 <sup>a</sup>	.416	.404	8.373365

Employee work motivation is related to any factors from themselves and factors from the organization. The leadership style and work motivation simultaneously have positive and significant effects on employee work discipline. This is shown by analysis result by 49.7% while the remaining 50.3% is influenced by other factors, as in table 5.

Table 6: Summary Model of Leadership Style Effects on Employee Work Discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705	.497	.477	7.845989

#### 4. DISCUSSION

Employee discussion is greatly expected to support the organization to be orderly and targeted applied. Discipline employees show well-adjusted attitude and behavior to work regulation and procedure as well as an active contribution to daily tasks. The main purpose of discipline is to improve maximum results by preventing time and energy waste. For the organization, work discipline can

guarantee maintenance of order and smooth task completions, so that it can obtain optimal results (Nazoktabar & Tohidi, 2014).

Any employees breaking the rules, being lazy, underestimating tasks, being unable to adapt and other negative attitudes show work indiscipline and are seen as leaders' responsibility to develop it (Klandermans, 2007). Leaders' example serves a very important role in establishing employee work discipline. Leaders as the example and role model can be seen from their hard work, kindness, vision and consistency in implementing rules. Good exemplary leadership will also lead to good employee work discipline. A leader must realize that he is an example and imitated by his subordinates, so that leader must have good discipline; this will lead to good discipline by subordinates. Reasonably, this leadership is interpreted as a whole of discipline. (Gachter, 2018: Alkhateeb, 2019).

It is still easily found many leaders with task-oriented leadership style practices, while followers are professionals with high maturity to make decisions; orientations focused more on tasks can lead to negative effects on leadership balance. The leadership style of one leader is not seen as one suitable style for all leaders, but one must select and adjust one well-adjusted style to the individual, organization, as well as current and future situations and challenges (Amanchukwu et al., 2015). If the task-oriented style is applied to employees with high achievement, well-established decisions and having initiatives to make more productive works, it is feared to be arising conflicts and disappointments which can ultimately damage

comfortable work atmosphere for all parties. In such established employee conditions, most leadership styles should refer to the extent to which leaders focus on comfort, welfare, respect, needs and satisfaction of others. (Jeremy et al., 2012).

In this millennial era, leadership is more addressed to give more attention to progress by giving impressive empathy (Fullan, 2011). It is also well-adjusted to leadership potentials, namely having visions, responsibilities for influencing to be better, taking command with confidence and being calm in facing any critical situations, carrying out all leadership functions, being innovating and being able to produce solutions, and social awareness; all of which are useful for many people (Komariah, 2018). Leadership style serves an important role to create this discipline based on its leadership essence as an activity giving effects on people to work together to achieve some goals they want. Organizational success or failure relies greatly on leadership style which top management's leadership characteristics and behavioral paradigms influence on organizational performance including discipline enforcement (Koontz, 1984).

Leaders should apply their function as motivators, the ad can show actual performance as an excellent motivator with the ability to appreciate their dedicated and achieved employees. Leaders can give opportunities so that employees can develop their abilities and skills through self-development opportunities. In addition, there are also other efforts to make high motivation for leaders such as leader involvement in assisting employee work, creating closer relationship of

leaders and employees so that employees are feeling the sense of comfort to work and loyalty to the institution and any intern activities involving all employees so that it can create good employee relations and provide employment opportunity to express ideas in any works related to the organization. With other words, leaders must be active to provide motivation to improve employee and leader self-actualization, active to self-actualization by still paying attention to needs for physiological needs, safety needs, belongingness and love needs, esteem needs, cognitive needs, and aesthetics needs (Lefton, 1982).

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