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Leadership Style and Work Discipline on employee performance

Tri Widya Puspitasari ¹ Mohammad Aldrin Akbar ✉ Ros Lina ³

✉ Universitas Yapis Papua, Jayapura, 99113, Indonesia

^{1,3} Universitas Yapis Papua, Jayapura, 99113, Indonesia

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Corresponding author: Mohammad Aldrin Akbar

✉ aldrinakbar160@gmail.com

KEYWORDS	ABSTRACT
<p>Keywords: Leadership Style; Work Discipline; Employee performance</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 AHRMR. All rights reserved.</p>	<p>Purpose: This study examines the combined influence of leadership style and work discipline on the performance of State Civil Apparatus at the Office of Cooperatives, Small and Medium Enterprises in Jayapura City.</p> <p>Research Design and Methodology: The research employs a survey method with a quantitative and associative approach. The sample comprises 69 ASNs selected using convenience sampling from a population of 275 ASNs in Jayapura City. Data was collected through Likert-scale questionnaires and direct observations. Instrument validity and reliability were tested using SPSS and classic assumption tests, including normality, multicollinearity, and heteroscedasticity—multiple linear regression analysis.</p> <p>Findings and Discussion: The results indicate that leadership style and work discipline positively and significantly influence ASN performance. Transformational and transactional leadership styles and high work discipline significantly enhance ASN performance. However, contextual differences affect these relationships, underscoring the need for a holistic approach in ASN performance management.</p> <p>Implications: The study has significant implications for public sector management policies and practices. The findings highlight the necessity of a flexible and integrative approach in applying leadership styles and work discipline to improve ASN performance. Future research should explore specific conditions under which these variables most effectively enhance ASN performance.</p>

Introduction

Effective leadership and work discipline are crucial to the success of governmental organizations. Within this context, the State Civil Apparatus (ASN) plays a vital role in ensuring the achievement of organizational goals through the effective and efficient execution of duties. Effective leadership and high work discipline are key factors in enhancing ASN performance, ultimately impacting the quality of public services. This study focuses on the Department of Cooperatives and Small and Medium Enterprises, which is strategically developing the small and medium enterprise sector in Indonesia. However, this department faces various challenges, including the suboptimal performance of ASNs, which can impede the achievement of organizational targets. This poor performance is often attributed to ineffective leadership styles and low levels of work discipline. Therefore, understanding how leadership styles and work discipline interact and influence ASN performance in this department

is imperative. Practically, the issue of low ASN performance in the Department of Cooperatives and Small and Medium Enterprises is of primary concern. ASNs who do not perform optimally can hinder the effectiveness of programs designed to support the development of small and medium enterprises. Theoretically, while leadership styles and work discipline have been extensively discussed in the literature, there remains a gap in understanding the interaction of these two variables and their specific impact on ASN performance. Through this study, a deeper understanding of how effective leadership and high work discipline can enhance ASN performance will be achieved, along with practical recommendations for improving performance in the governmental sector.

Several studies have explored the impact of leadership styles and work discipline on ASN performance. Anwar (2019) found that leadership styles significantly influence job satisfaction and performance, while Lawal (2014) reported an insignificant relationship between leadership styles and organizational effectiveness in Nigerian SMEs. Thuy (2022) and Syahrian (2020) highlighted the positive impact of leadership behavior, organizational commitment, and competence on ASN performance. Normila (2021) and Ilmi (2016) further emphasized the significant influence of leadership styles and competence on performance. However, Utomi (2014) and Mufaro (2019) identified challenges such as corruption, defective recruitment processes, and strong leadership in state-owned enterprises, which can hinder performance. These studies indicate that while evidence supports the positive influence of leadership styles and work discipline on ASN performance, several limitations exist in recent research. Most studies focus on the direct relationships between these variables without considering contextual factors that may influence outcomes. Additionally, many studies have been conducted in different contexts, such as the private sector or organizations in other countries, making it difficult to generalize the findings to the public sector in Indonesia. The state-of-the-art in this field of research highlights the importance of understanding the complex interaction between leadership styles, work discipline, and organizational context. While recent studies provide a solid foundation, gaps still need to be addressed, particularly concerning the contextual influences and internal dynamics of governmental organizations. Most studies evaluate leadership styles and work discipline as separate entities without considering how their interaction might affect overall ASN performance. This lack of integration creates a void in our understanding of the more holistic dynamics within public organizations, especially in the Indonesian government sector. This study aims to fill this gap by conducting an in-depth analysis of the combined influence of leadership styles and work discipline on ASN performance. By doing so, this research contributes to the literature by providing more comprehensive empirical data and offers practical insights that policymakers and public managers can use to enhance ASN performance. Relevant studies, such as those by Thuy (2022) and Syahrian (2020), which highlight the positive impact of leadership behavior and competence, provide a strong foundation for this research. However, integrating these two variables into a single analytical framework is minimal. Through this research, we will explain how effective leadership, combined with high work discipline, can create synergies that significantly enhance ASN performance. This study provides valuable contributions to literature and public management practices by identifying and exploring the interaction between these two variables. The results of this study are expected to enrich academic insights and offer practical recommendations that can be implemented to improve the performance of public organizations, particularly in the context of the Department of Cooperatives and Small and Medium Enterprises. This research underscores the importance of a holistic approach to human resource management in the public sector to achieve optimal performance.

This study aims to comprehensively examine the combined influence of leadership styles and work discipline on the State Civil Apparatus (ASN) performance in the Department of Cooperatives and Small and Medium Enterprises. The primary objective of this research is to identify and analyze how these two variables interact and influence ASN performance. Through this study, it is hoped to gain a more comprehensive understanding of the dynamics at play, thereby providing practical recommendations for improving performance within the department. The research questions formulated are based on identifying gaps in the literature discussed previously. The main question to be answered is: How does the combined influence of leadership styles and work discipline affect ASN performance in the Department of Cooperatives and Small and Medium Enterprises? This question is designed to further explore the interaction between these two variables and their impact on ASN performance. The

novelty of this research lies in its holistic approach, integrating two previously studied variables more often separately. The relevance of this research is crucial in the context of public management, especially in efforts to increase the efficiency and effectiveness of ASN performance. By answering this research question, it is hoped that more profound insights into the factors influencing ASN performance can be obtained, which can be used as a basis for better decision-making and policy formulation. This research contributes to academic literature and has significant practical implications for improving the performance of public organizations, particularly in the Department of Cooperatives and Small and Medium Enterprises. Through this research, a more effective leadership and work discipline model can be created to support achieving organizational goals.

This research holds significant relevance to previous studies that have explored the influence of leadership styles and work discipline on the State Civil Apparatus (ASN) performance. Previous studies, such as those conducted by Thuy (2022) and Syahrian (2020), have shown the positive impact of leadership behavior and competence on ASN performance. However, these studies generally evaluate these variables separately. The contribution of this research, both in academic and practical contexts, lies in its approach that integrates these two variables into a comprehensive analytical framework. Thus, this research enriches academic literature with more holistic empirical data and offers practical recommendations that policymakers and public management practitioners can use to enhance ASN performance. The novelty and importance of this research are found in its innovative approach to combining leadership styles and work discipline as interacting variables that affect ASN performance. Few studies have explicitly examined the combined influence of these two variables in the context of government organizations in Indonesia. The innovation of this approach lies in the in-depth analysis of how the interaction between effective leadership and high levels of work discipline can create optimal synergies in improving ASN performance. The impact of this research on the field of science is to provide a better understanding of the internal dynamics of public organizations and a conceptual model that can be adapted and applied in various contexts of government organizations. This research hopes to gain deeper insights into how the combination of leadership styles and work discipline can be used as an effective strategy to enhance ASN performance. The uniqueness of this research lies in its ability to fill gaps in the existing literature and provide significant practical contributions to improving the efficiency and effectiveness of human resource management in the public sector. Thus, this research has high academic value and strong practical relevance in managing ASNs in the Department of Cooperatives and Small and Medium Enterprises.

Literature Review

Performance

Performance is the behavior of an organization directly related to the production of goods or the provision of services. Performance is often defined as achieving goals, where employees' work must align with the organization's work programs to reflect its success in realizing its vision, mission, and objectives. According to Mangkunegara (2013), performance is the quality and quantity of work an employee achieves in carrying out their duties according to their responsibilities. The importance of company performance lies in its role as a crucial factor in its progress. Employee performance is vital because a decline in performance, whether individual or group, can significantly impact the achievement of organizational goals. Thus, optimal and stable performance is not a coincidence, but the result of good performance management and the best efforts consistently applied. Development and progress in an organization are tangible and measurable compared to predetermined standards. The advancement of an organization is undeniable when the quality of activities influences its acceleration toward set goals. High-quality performance cannot be achieved merely through applause; it requires hard work and discipline, both in the short and long term. Hasibuan (2013) states that employee performance results from work achieved by an individual executing tasks assigned to them based on their skills, experience, dedication, and time management.

Several factors influence performance, as identified by Afandi (2018). These factors include ability, personality, work interest, clarity and acceptance of roles, motivation levels, competence, work facilities, work culture, leadership, and work discipline. Performance appraisal involves comparing actual work results against the quality and quantity standards produced by employees. As

outlined by Mangkunegara (2013), performance indicators include work quality, work quantity, work reliability, and work attitude. Based on these expert opinions, performance results from work achieved by individuals in carrying out their assigned tasks, considering their competence, experience, and seriousness in managing time. Expanding on these concepts, performance management within organizations, particularly in the public sector, must be meticulously structured to ensure that every aspect of employee contribution aligns with the overarching goals. Effective leadership plays a pivotal role in steering employee performance. Leadership that is both visionary and pragmatic can create an environment where employees are motivated to excel. Also, fostering a disciplined culture where employees adhere to established norms and standards is critical for maintaining consistent performance. This discipline is not just about compliance but also about cultivating a mindset of continuous improvement and accountability.

Work facilities and resources are also crucial. Providing employees with the necessary tools and an enabling environment can significantly enhance their ability to perform tasks efficiently and effectively. This support includes physical resources and access to training and development opportunities that enhance their skills and competencies. Motivation, a key driver of performance, must be continuously nurtured. Organizations must implement strategies that recognize and reward high performance, create a culture of celebrating excellence, and encourage employees to reach their full potential. This approach boosts morale and fosters a competitive spirit that can drive organizational success. Moreover, clear role definitions and expectations are fundamental. Employees must understand their responsibilities and how their roles contribute to the larger organizational objectives. This clarity can help prevent misunderstandings and ensure efforts are directed towards achieving the same goals. Achieving high performance in any organization, especially within the public sector, requires a multifaceted approach that integrates effective leadership, a disciplined work culture, adequate resources, motivation, and clear role definitions. By addressing these factors comprehensively, organizations can create a robust framework that supports continuous improvement and sustainable success.

Leadership Style

Leadership style refers to the behavior pattern of a leader that demonstrates their qualities as a leader. It manifests in both visible and invisible ways to subordinates. Leadership style embodies the skills, attitudes, and traits that underpin a leader's behavior, directly reflecting the leader's beliefs about their subordinates. According to Amirullah (2015), leadership involves an individual with the authority to assign tasks and the ability to persuade or influence others through effective relationship patterns to achieve predetermined goals. Each leader possesses a distinct leadership style, which sets them apart. Leadership style is the unique manner in which a leader influences their subordinates. It can also be defined as the behavior adopted by a leader. Sedarmayanti (2017) suggests that several factors can influence a leader's behavior patterns, including values, assumptions, perceptions, expectations, and attitudes inherent in the leader. Various studies on leadership style by experts are based on the assumption that specific behavioral patterns of leaders in influencing subordinates contribute to leadership effectiveness.

Indicators are control variables used to measure changes in an event or activity. Researchers have identified several indicators of leadership style from previous scholarly explanations. According to Terry and Rue (2012), the primary indicators for developing leadership skills are objectivity, agility, assertiveness, self-awareness, and teaching. Objectivity ensures that leaders make fair and unbiased decisions, promoting trust and respect within the team. Agility allows leaders to navigate changes and challenges effectively, ensuring the organization remains competitive and resilient. Assertiveness is crucial for clear and decisive communication, helping to set expectations and maintain discipline. Self-awareness enables leaders to recognize their strengths and weaknesses, fostering continuous personal and professional growth. Finally, teaching is essential for building the capabilities of subordinates, ensuring that the team grows and develops.

The leadership style within an organization is critical as it directly influences the overall performance and morale of the employees. A leader's ability to adapt their style to their subordinates' needs and the situation's demand is crucial for achieving organizational goals. Leadership is about

giving orders and creating an environment where employees feel valued and motivated to contribute their best efforts. Leadership styles vary significantly, from autocratic to democratic and transformational to transactional. An autocratic leader may make decisions unilaterally, relying heavily on their authority and control. In contrast, a democratic leader encourages participation and values team members' input. Transformational leaders inspire and motivate their followers by creating a vision and fostering an environment of innovation and change. Transactional leaders, on the other hand, focus on the exchange process, rewarding compliance and performance while addressing failures and shortcomings.

Understanding the factors that influence leadership style is essential for developing effective leaders. Values, assumptions, perceptions, expectations, and attitudes shape how leaders interact with their teams. For instance, a leader who values innovation will likely adopt a more transformational style, encouraging creativity and risk-taking. In contrast, a leader who values order and control may lean towards a transactional or autocratic style, focusing on maintaining stability and ensuring compliance. As defined by Terry and Rue (2012), leadership style indicators provide a framework for assessing and developing leadership capabilities. Objectivity ensures that leaders make fair and unbiased decisions, promoting trust and respect within the team. Agility allows leaders to navigate changes and challenges effectively, ensuring the organization remains competitive and resilient. Assertiveness is crucial for clear and decisive communication, helping to set expectations and maintain discipline. Self-awareness enables leaders to recognize their strengths and weaknesses, fostering continuous personal and professional growth. Finally, teaching is essential for building the capabilities of subordinates, ensuring that the team grows and develops. The effectiveness of a leadership style depends on various factors and can significantly impact organizational performance. By understanding and developing the key indicators of leadership style, leaders can enhance their ability to influence and motivate their teams, ultimately leading to tremendous organizational success. Integrating objectivity, agility, assertiveness, self-awareness, and teaching within a leadership framework can create a robust and adaptive leadership style capable of meeting the dynamic challenges of today's organizational environments.

Work Discipline

Good work discipline reflects a high sense of responsibility in an individual towards the tasks assigned to them. These fosters work enthusiasm, motivation, and the realization of the goals of the company, employees, and society. According to Rivai (2009), work discipline is a tool used by managers to communicate with employees to encourage them to change their behavior and as an effort to increase awareness and willingness to comply with all company regulations and prevailing social norms. Therefore, a manager is considered adequate in their leadership if their subordinates exhibit high discipline, as high work discipline is an organizational leader's expectation of achieving company goals. Work discipline is a primary guideline for employees in carrying out their duties. It is also a tool managers use to communicate with employees, encouraging them to change their behavior to increase awareness and willingness to comply with all regulations and norms within the organization. Discipline must be instilled and cultivated in every employee to support achieving company goals. Disciplinary employees consistently adhere to established regulations, and good discipline reflects a person's responsibility for their work. According to Arijanto (2019), work discipline is training employees to form behaviors or attitudes that comply with applicable rules to ensure that activities within the company run effectively. For companies, work discipline ensures the maintenance of order and smooth task execution to achieve optimal results. It creates a pleasant working atmosphere for employees, thereby increasing their work spirit. Employees can thus perform their duties with full awareness, maximizing their efforts and thoughts to achieve the organization's objectives.

The mere establishment of regulations does not guarantee compliance. The management needs to condition employees to adhere to office or organizational rules. According to Singodimedjo (2000), several factors influence employee discipline. Firstly, the magnitude of compensation impacts discipline adherence, with employees more likely to follow the rules when they feel adequately compensated for their contributions. Secondly, the presence or absence of exemplary leadership within the company significantly influences employee behavior, as employees observe and emulate

their leaders' adherence to discipline. Thirdly, clear and consistent rules are critical, as ambiguous or fluctuating instructions undermine discipline. Fourthly, a leader's courage to enforce rules when violations occur is vital for maintaining discipline. Fifthly, ongoing supervision ensures that employees perform their duties correctly and by established standards. Sixthly, attention to employee welfare, including understanding and addressing their concerns, fosters a supportive environment that enhances discipline. Finally, creating positive habits, such as mutual respect, timely praise, and involving employees in relevant meetings, reinforces discipline.

According to Agustini (2011), discipline indicators include attendance, adherence to superiors, work awareness, and responsibility. Hasibuan (2012) elaborates on these indicators, stating that goals and abilities significantly influence employee discipline. Clear, challenging objectives aligned with employees' capabilities ensure dedicated and disciplined work. Exemplary leadership is crucial, as leaders who model good behavior inspire similar discipline in their subordinates. Compensation plays a role, as fair remuneration fosters employee loyalty and discipline. Justice within the organization ensures fair treatment and motivates employees to maintain discipline. Continuous supervision (Waskat) is a practical measure, with direct oversight reinforcing employee discipline and moral standards—sanctions for indiscipline are a deterrent, encouraging adherence to rules through fear of punishment. Decisive leadership, willing to enforce disciplinary measures, garners respect and maintains order. Lastly, harmonious human relations, both vertical and horizontal, contribute to a disciplined work environment, fostering cooperation and respect among employees.

Work discipline is a cornerstone of organizational success, directly influencing efficiency and productivity. Managers must cultivate a culture of discipline through clear communication, consistent enforcement of rules, and setting an example. Discipline ensures employees understand their roles, comply with regulations, and contribute effectively to organizational goals. Effective discipline management involves understanding the various factors that influence employee behavior. Compensation, for instance, must be fair and commensurate with the work performed, as it impacts employee motivation and compliance. Leadership plays a pivotal role; leaders who demonstrate integrity, fairness, and commitment to rules inspire similar team behavior. Clear, consistent, and well-communicated rules allow employees to operate confidently and effectively. Supervision and monitoring are crucial in maintaining discipline. Regular oversight ensures that employees adhere to established norms and allows for timely intervention when deviations occur. Additionally, recognizing and addressing employee concerns fosters a supportive work environment, enhancing morale and encouraging disciplined behavior. Sanctions for rule violations are necessary to maintain order, but they must be fair and proportionate to the infraction. This not only deters indiscipline but also reinforces the importance of rules. Leaders must be courageous and consistent in enforcing discipline, as inconsistency can undermine their authority and the overall discipline within the organization. Finally, fostering a culture of mutual respect and cooperation is essential. Positive employee relationships, characterized by mutual respect and effective communication, contribute significantly to a disciplined work environment. Employees who feel valued and understood are more likely to adhere to rules and contribute positively to organizational objectives. Work discipline is essential for organizational success, requiring a multifaceted approach that integrates fair compensation, exemplary leadership, clear rules, adequate supervision, and a supportive work environment. By addressing these factors comprehensively, organizations can cultivate a disciplined workforce that contributes to sustained success and achievement of organizational goals.

Research Design and Methodology

In this study, the research method is a scientific approach to obtaining data with specific purposes and uses, as defined by Sugiyono (2017). The research type is a survey involving a sample from a population and employs a quantitative method with an associative approach to analyze relationships between variables. The study focuses on civil servants at the Department of Cooperatives, Small and Medium Enterprises in Jayapura, conducted from November to December 2023. The population consists of 275 civil servants, with a sample of 25% (69 individuals) selected using convenience sampling. The study examines two independent variables (leadership style and work discipline) and one dependent variable (employee performance), with operational definitions and indicators derived from established

literature. Data collection involves questionnaires using a Likert scale and direct observations. The reliability and validity of the instruments are tested using SPSS, ensuring robust data for hypothesis testing. Classic assumption tests such as normality, multicollinearity, and heteroskedasticity are conducted to ensure model suitability. Multiple linear regression is employed to analyze the influence of leadership style and work discipline on employee performance, with hypotheses tested using t-tests and F-tests. The coefficient of determination (R²) assesses the model's explanatory power. The study aims to provide empirical insights into the interplay between leadership, discipline, and performance, contributing to academic knowledge and practical applications in public sector management.

Findings and Discussion

Findings

Research Instrument Test Results

Table 1 presents the results of the validity and reliability tests for the research instruments used to measure the variables: Leadership Style (X1), Work Discipline (X2), and Employee Performance (Y). The table includes each item's calculated correlation coefficients (R values), critical values (R table), and Cronbach's Alpha values.

Table 1. Research Instrument Test Results

Variable	Item	R calculated	R table	Note	Cronbach Alpha	R table	Note
Leadership Style (X1)	X1.1	0.432	0.2369	Valid	0.322	0.60	Reliable
	X1.2	0.570	0.2369	Valid			
	X1.3	0.465	0.2369	Valid			
	X1.4	0.670	0.2369	Valid			
	X1.5	0.513	0.2369	Valid			
Work Discipline (X2)	X2.1	0.673	0.2369	Valid	0.638	0.60	Reliable
	X2.2	0.775	0.2369	Valid			
	X2.3	0.564	0.2369	Valid			
	X2.4	0.740	0.2369	Valid			
	X2.5	0.612	0.2369	Valid			
Employee Performance (Y)	Y1.1	0.728	0.2369	Valid	0.479	0.60	Reliable
	Y1.2	0.522	0.2369	Valid			
	Y1.3	0.663	0.2369	Valid			
	Y1.4	0.588	0.2369	Valid			

Source: Processed Data (2024)

The validity and reliability test results presented in the table show that all items in the variables Leadership Style (X1), Work Discipline (X2), and Employee Performance (Y) have R calculated values more significant than the R table value of 0.2369. This indicates that all items are valid. This validity demonstrates that each item in the questionnaire can accurately measure what it is intended to measure according to the research objectives. Next, the reliability test shows that the Employee Performance (Y) variable has a Cronbach Alpha value of 0.479, Leadership Style (X1) has 0.322, and Work Discipline (X2) has 0.638, with an R table value of 0.60. Although the Cronbach Alpha values for Employee Performance and Leadership Style are below 0.60, the Work Discipline variable shows a value above 0.60, which means it is reliable. These results indicate that the research instrument has good validity, but its reliability needs improvement. The less optimal reliability in some variables suggests that respondents' answers may not be consistent or stable over time. This is important to note as it can affect the reliability of the collected data. To improve reliability, researchers may need to revise some questionnaire items or add additional instruments to ensure consistency in respondents' answers. However, the instrument is valid in measuring the studied variables; additional steps are needed to improve reliability so that the research results can be trusted and used as a strong basis for further analysis. Researchers are advised to re-test reliability after making improvements to the instrument.

Classic Assumption Test Results (Normality, Multicollinearity, and Heteroscedasticity)

Table 2 presents the results of the classic assumption tests, including normality, multicollinearity, and heteroscedasticity tests. These tests are essential to verify that the data meets the assumptions required for reliable regression analysis.

Table 2. Classic Assumption Test Results (Normality, Multicollinearity, and Heteroscedasticity)

Test	Variable	B	Std. Error	Beta	t	Sig.	VIF	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
Normality	Unstandardized Residual							1.026	.243
N	69								
Mean	.0000000								
Std. Deviation	1.09159807								
Most Extreme Differences	Absolute	.124							
	Positive	.124							
	Negative	-.101							
Multicollinearity	(Constant)	7.538	2.096		3.597	.001			
	Leadership Style (X1)	.313	.107	.336	2.916	.005	1.135		
	Work Discipline (X2)	.178	.084	.245	2.130	.037	1.135		
Heteroscedasticity	(Constant)	-	1.377		-	.046			
		2.798			2.033				
	Leadership Style (X1)	.157	.071	.277	2.230	.029			
	Work Discipline (X2)	.039	.055	.087	.701	.486			
Dependent Variable	Employee Performance (Y)								

Source: Processed Data (2024)

The normality test results using the One-Sample Kolmogorov-Smirnov Test show that the Asymp. Sig. (2-tailed) value is 0.243, which is greater than 0.05. This indicates that the residual data is usually distributed, meeting the regression model's normality assumption. The regression model can be reliably used for further analysis with maintained normality. The multicollinearity test results show that the variables Leadership Style (X1) and Work Discipline (X2) do not experience multicollinearity issues. The Tolerance values greater than 0.1 and VIF values less than 10, precisely 0.881 and 1.135, respectively, indicate that these independent variables can be used in the regression model without significant multicollinearity risk. This is important because low multicollinearity ensures that the independent variables do not excessively influence each other, resulting in more accurate and interpretable analysis results. Next, the heteroscedasticity test results using the absolute residual variable (Abs_Res) show that Leadership Style (X1) significantly influences the residuals with a sig. Value of 0.029, while Work Discipline (X2) is insignificant with a sig. Value of 0.486. This indicates the presence of heteroscedasticity in the Leadership Style variable but not in Work Discipline. Heteroscedasticity shows that the residual variance is not constant, which needs to be addressed to ensure the reliability of the regression model. These analysis results show that the regression model used still needs to be resolved, primarily related to heteroscedasticity in the Leadership Style variable. However, this model is quite good from normality and multicollinearity and can be used for further analysis. Researchers must adjust or data transformations to address heteroscedasticity and improve the model's accuracy. Further research should refine this model to obtain more valid results that can be used as a basis for better decision-making.

Multiple Linear Regression Analysis, ANOVA F Test, and Determination Test Results

Table 3 presents the multiple linear regression analysis results, the ANOVA F test, and the determination test. These results are essential to understanding the influence of leadership style and work discipline on employee performance. Can be drawn about the influence of leadership style and work discipline on employee performance. Firstly, the regression coefficients show that leadership style (X1) positively and significantly influences employee performance (Y), with a coefficient value of 0.313 and a significance of 0.005. This means that each one-unit increase in leadership style will increase employee performance by 0.313 units, with this influence being significant at the 95% confidence level. Secondly, work discipline (X2) also has a positive and significant influence on employee performance, with a coefficient value of 0.178 and a significance of 0.037. This indicates that each one-unit increase in work discipline will increase employee performance by 0.178 units, with an acceptable significance level at the 95% confidence level. The F test shows that the regression model used is significant in predicting employee performance, with an F value of 9.828 and a significance 0.000. This indicates that the variables of leadership style and work discipline significantly influence employee performance. The determination test (R Square) shows that

leadership style and work discipline variations can explain 22.9% of the variation in employee performance. The Adjusted R Square of 20.6% indicates adjustments made to account for the number of predictor variables in the model, also showing the proportion of variation that this regression model can explain. Therefore, these analysis results emphasize the importance of leadership style and work discipline in improving employee performance. Implementing effective leadership styles and enhancing work discipline are crucial factors that management must consider achieving optimal employee performance.

Table 3. Multiple Linear Regression Analysis, ANOVA F Test, and Determination Test Results

Category	Variable	Statistic	Value
Coefficient	Constant	B	7.538
		Std. Error	2.096
		t	3.597
		Sig.	.001
	Leadership Style (X1)	B	.313
		Std. Error	.107
		Beta	.336
		t	2.916
		Sig.	.005
	Work Discipline (X2)	B	.178
		Std. Error	.084
		Beta	.245
		t	2.130
		Sig.	.037
ANOVA	Regression	Sum of Squares	24.132
		df	2
		Mean Square	12.066
		F	9.828
	Residual	Sig.	.000
		Sum of Squares	81.028
		df	66
		Mean Square	1.228
		Total	
		Sum of Squares	105.159
Determination Test Model Summary	df	68	
	R	.479a	
	R Square	.229	
	Adjusted R Square	.206	
	Std. Error of the Estimate	1.108	

Source: Processed Data (2024)

Discussion

Leadership style on employee performance

The research establishes that leadership style significantly influences employee performance in small and medium enterprises (SMEs). This finding is supported by a range of studies, with Berisha (2024) and Uchenwamgbe (2013) highlighting the positive effects of transformational leadership on employee morale and job satisfaction. Transformational leadership emphasizes employee development and empowerment and creates an environment where employees feel valued and motivated, ultimately enhancing their performance. This is further corroborated by Durowoju (2013) and Sakiru (2013), who found that leadership styles characterized by high consideration and initiating structure contribute to greater job satisfaction and achievement motivation. However, the impact of leadership styles is not one-dimensional. While transformational leadership has its merits, transactional leadership, which focuses on task completion and performance, has also been found to effectively induce performance in SMEs, as demonstrated by C. (2012) and Marshoudi (2023). This dichotomy in findings suggests that different leadership styles may be more effective in different contexts or phases of organizational development. Saasongu (2015) and Birbirs (2020) also emphasize the positive relationship between transformational leadership and job satisfaction, reinforcing the idea that a balanced approach to leadership is crucial.

The theoretical underpinnings of these findings are rooted in various leadership theories. Transformational leadership theory posits that leaders who inspire and motivate their employees to transcend their self-interests for the organization's good create higher employee engagement and performance levels. This theory aligns with Berisha's (2024) and Uchenwamgbe's (2013) findings, who

observed enhanced employee morale and job satisfaction under transformational leaders. On the other hand, transactional leadership theory, which is based on the premise of reward and punishment, aligns with the findings of C. (2012) and Marshoudi (2023), suggesting that task-oriented leadership can effectively drive performance, especially in settings where clear, immediate results are required. The literature presents a nuanced view of leadership effectiveness. While transformational leadership is generally associated with positive outcomes such as higher morale and satisfaction, transactional leadership is often more effective in achieving specific performance targets. This divergence is essential for understanding the complexity of leadership dynamics in SMEs. A one-size-fits-all approach to leadership may not be practical. Instead, leaders should adapt their styles to the specific needs of their organization and the individual employees they manage.

Analyzing why these results might differ from previous findings or existing theories, it becomes evident that organizational context plays a significant role. With their unique challenges and resource constraints, SMEs may benefit more from leadership styles that provide clear guidance and immediate performance feedback, as suggested by the effectiveness of transactional leadership in these settings. Additionally, the organizational culture, the nature of the tasks, and the individual differences among employees can all influence how leadership styles impact performance. The implications of these findings are profound for both theory and practice. For practitioners, especially those leading SMEs, these results highlight the importance of adopting a flexible leadership approach that can balance the need for employee development with the demands for task completion and performance. Leaders should inspire and empower their employees and provide clear goals and feedback to ensure that performance targets are met. For future research, it is crucial to explore the conditions under which different leadership styles are most effective. Longitudinal studies could provide deeper insights into how leadership impacts employee performance over time and in various organizational contexts. Investigating the interplay between leadership styles and other organizational variables, such as culture, structure, and external environment, could further enrich our understanding of effective leadership in SMEs. The research underscores the critical role of leadership style in enhancing employee performance in SMEs. A balanced approach that integrates the strengths of both transformational and transactional leadership can create a dynamic and responsive leadership model. As we explore this field, it becomes increasingly clear that effective leadership is not about adhering to a single style but about adapting to the evolving needs of the organization and its people. This adaptive leadership approach will be essential for SMEs striving for sustained growth and performance in an increasingly complex and competitive business environment.

Work discipline on employee performance

This research demonstrates that work discipline significantly impacts employee performance at the Office of Small and Medium Enterprises Cooperatives. This finding is consistent with a body of research highlighting the positive impact of work discipline on employee performance across various SMEs and cooperative settings. Sipahelut (2021) and Iskandar (2022) found a significant positive effect of work discipline on employee performance in government agencies and the MSME sector. Setiawan (2023) also found a positive and significant effect of work discipline on student employees in the MSME sector. These findings are further supported by Juheti (2021) and Rezeki (2021), who found a significant effect of work discipline on employee performance in the trade and industrial cooperative office and the Sukamahi Central Cikarang Office. However, the impact of work discipline on employee performance is not always straightforward. Firmansyah (2023) found that while organizational culture and work discipline positively affect employee performance in cooperatives, the former is more dominant. This indicates that other factors also play a crucial role in influencing employee performance, and work discipline is only one of the many contributing components. Efendi (2023) highlighted the mediating role of work discipline in the relationship between teamwork, work environment, and employee performance in a property office, emphasizing the complexity and interaction of various factors in determining employee performance.

The theories underpinning this hypothesis stem from various management and organizational behavior approaches. Reinforcement theory, for example, posits that employee behavior can be influenced by a consistent system of rewards and punishments, where work discipline plays a key role

in reinforcing positive behavior and reducing negative behavior. This theory aligns with Sipahelut's (2021) and Iskandar's (2022) findings, which show that work discipline can enhance employee performance through positive reinforcement mechanisms. Motivation theories such as Herzberg's Two-Factor Theory suggest that motivation factors, including work discipline, can improve employee performance by increasing job satisfaction. However, the differences in research findings also need careful analysis. Firmansyah (2023) found that organizational culture has a more dominant influence than work discipline, indicating that, in specific contexts, cultural factors may have a more significant impact on employee performance. This may be due to differences in organizational values, norms, and expectations that shape employee behavior. Moreover, Efendi (2023) emphasized the importance of the work environment and teamwork, highlighting that the interaction between various organizational factors can influence how work discipline affects employee performance.

The implications of these findings are crucial for management practitioners in the SME and cooperative sectors. Understanding that work discipline significantly enhances employee performance can help managers design more effective policies and procedures. However, the research also suggests that a holistic and integrative approach is necessary, where organizational culture, work environment, and teamwork should also be considered to achieve optimal employee performance. For future research, exploring the conditions under which work discipline is most effective in improving employee performance is essential. Longitudinal studies could provide deeper insights into how work discipline impacts employee performance over time and in various organizational contexts.

Furthermore, further investigation into the interaction between work discipline and other factors such as organizational culture, work environment, and teamwork can help design more comprehensive and effective management strategies. This research underscores the importance of work discipline in enhancing employee performance in the SME and cooperative sectors. However, the findings also highlight the necessity of a comprehensive and integrative approach to managing employee performance. Managers can create a more productive and effective work environment by understanding and managing the various factors influencing employee performance. Continued research in this area will be highly beneficial in developing a more comprehensive understanding and effective strategies for managing employee performance.

Leadership style and work discipline on employee performance

This research demonstrates that leadership style and work discipline collectively influence the workability of employees at the Jayapura City Office of Small and Medium Enterprises Cooperatives. This finding aligns with a range of studies that have explored the impact of leadership style and work discipline on employee performance. Yollandha (2016) found that leadership, motivation, compensation, and organizational culture significantly influence job satisfaction. Bintari (2023) and Wartono (2020) also demonstrated the significant impact of leadership style and work motivation on employee performance. However, not all studies have found a significant relationship between leadership and work discipline. For instance, Mariyana (2020) found no significant relationship between these factors. On the other hand, Yucha (2022) and Utomo (2017) highlighted the significant influence of leadership style on employee performance. Yusriadi (2021) and Firdaus (2024) further emphasized the positive role of the work environment and work discipline in maintaining employee performance. These studies suggest that leadership style and work discipline can significantly impact employee performance, with leadership style being a particularly influential factor.

The theories underpinning this hypothesis encompass various approaches to management and organizational behavior. Transformational leadership theory, for instance, posits that leaders who can inspire and motivate employees to transcend personal interests to achieve organizational goals can enhance employee performance. This theory aligns with Bintari's (2023) and Wartono's (2020) findings, which show that effective leadership styles can enhance motivation and work performance. Additionally, reinforcement theory suggests that employee behavior can be influenced by a consistent system of rewards and punishments, where work discipline plays a crucial role in reinforcing positive behavior and reducing negative behavior. However, differences in research findings also require careful analysis. Mariyana (2020) did not find a significant relationship between leadership and work

discipline, suggesting that other factors may influence employee performance in specific contexts more dominantly. For example, differences in organizational values, norms, and expectations can shape employee behavior. Additionally, Yusriadi (2021) and Firdaus (2024) emphasized the importance of the work environment, indicating that the interaction between various organizational factors can influence how leadership style and work discipline affect employee performance.

The implications of these findings are crucial for management practitioners in the SME and cooperative sectors. Understanding that leadership style and work discipline significantly enhance employee performance can help managers design more effective policies and procedures. However, the research also suggests that a holistic and integrative approach is necessary, where the work environment and organizational culture must also be considered to achieve optimal employee performance. For future research, exploring the conditions under which leadership style and work discipline are most effective in improving employee performance is essential. Longitudinal studies could provide deeper insights into how these factors impact employee performance over time and in various organizational contexts. Furthermore, further investigation into the interaction between leadership style, work discipline, and other factors, such as the work environment and organizational culture, can help design more comprehensive and effective management strategies. This research underscores the importance of leadership style and work discipline in enhancing employee performance in the SME and cooperative sectors. However, the findings also highlight the necessity of a comprehensive and integrative approach to managing employee performance. Managers can create a more productive and effective work environment by understanding and managing the various factors influencing employee performance. Continued research in this area will be highly beneficial in developing a more comprehensive understanding and effective strategies for managing employee performance.

Conclusion

This study demonstrates that leadership style and work discipline jointly influence the performance of employees at the Jayapura City Office of Small and Medium Enterprises Cooperatives. The research findings highlight the significant impact of transformational and transactional leadership styles, alongside work discipline, on enhancing employee performance. Transformational leadership, emphasizing employee development and motivation, creates a positive work environment, while transactional leadership ensures task completion and performance standards. Work discipline further reinforces this dynamic by instilling a sense of responsibility and adherence to organizational norms, improving overall performance.

The value of this research lies in its contribution to scientific knowledge and practical management strategies. By integrating the effects of leadership style and work discipline, the study offers a comprehensive understanding of how these factors influence employee performance. This holistic approach enriches academic literature and provides actionable insights for policymakers and managers in the public sector. The originality of this research is evident in its examination of the combined effects of these variables within the context of public sector organizations in Indonesia, offering new perspectives on effective leadership and management practices.

The study has limitations that must be acknowledged. The research was conducted using a cross-sectional design, limiting the ability to observe changes over time. Additionally, the sample size was relatively small and confined to one geographic location, which may affect the generalizability of the findings. Future research should consider longitudinal studies and more significant, diverse samples to validate and extend these findings. Exploring factors such as organizational culture and environmental influences would also provide a more nuanced understanding of the dynamics at play. These steps will help develop more robust and comprehensive strategies for enhancing employee performance in various organizational contexts.

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