

The Antecedent of Employee Performance

^{1st}Achmad Sani Supriyanto

Faculty of Economics
State Islamic University of Maulana Malik Ibrahim
 Malang, Indonesia
 sani_achmad@manajemen.uin-malang.ac.id

^{2nd}Yadi Weripeh

Faculty of Economics
State Islamic University of Maulana Malik Ibrahim
 Malang, Indonesia
 firqiyatul18@gmail.com

Abstract—In order to compete competitively, the principle of corporate management must be changed. The employees need a good leader as the engine driving the company's activities to achieve performance. The loss of discipline will affect the efficiency and effectiveness of the work. If discipline cannot be enforced then the possibility of a set goal is not achieved. Performance reflects how well employees meet job requirements. This research was conducted at PT. PLN (Persero) Area Kediri, with a sample of 50 respondents. The type of research used is quantitative. Data were collected by questionnaire and analyzed using (path analysis). The results of this study indicate that Leadership directly affects employee performance and work discipline mediates leadership on employee performance.

Keywords— Leadership, employee performance, work discipline

I. INTRODUCTION

Leadership is someone who can give influence to employees to work together and work professionally in order to achieve a company goal. Siagian [1] states that effective leadership is leadership that can improve employee performance. In other words, leadership has a very important role in organizational success. Luthans [2] illustrates that leadership is the focus and channel for most areas of organizational behavior. Because a leader is the driving force of all the resources that exist in the company, the better leadership in an organization will increasingly improve employee performance.

Employees need public figures of a good leader in an organization to be a driving activity to achieve optimal performance [3]. The condition is supported by Fujimura [4] which states that leadership is able to maintain the discipline of work by applying appropriate discipline management and efficient. The findings of Baumann and Krskova [5] reveal that work discipline affects employees.

Discipline is the awareness of a person who obeys the rules of the organization and of the established social norms. If we carry out the discipline of work properly, employees will work more spirit in doing the task. Conversely, if the discipline of work is less, the employee does not have the spirit in work, easy to despair, and difficulty in doing his job. Thus, it is difficult for the organization to achieve a goal [3].

Work discipline is a conscious activity to obey a written or unwritten organizational policy. Discipline will affect the work efficiency of employees. For example, if an organization is concerned only with employee education,

employee skills, and technology, without thinking about the spirit given and work discipline, good technology and expertise will not result in maximum performance [6]. Performance is the result of a job with the quality and quantity that has been achieved by employees in carrying out their work according to their responsibilities [7].

Haaksson *et al.* [8] pointed out that leadership affects employee performance. Palaima [9] states that leadership affects employee performance. Luthans [2] asserts that leadership is the focus for most areas of organizational behavior. A leader is the driving force of all resources in the company. The better the leadership in the organization, the more it will improve employee performance.

Fujimura [4] states that leadership can maintain the discipline of work by applying appropriate discipline management and efficient. Discipline is the awareness and willingness of a person who obeys all company regulations and prevailing social norms [10]. Discipline can be interpreted if an employee always comes and goes on time, does all the work well, obeys all company rules, and prevails social norms. Discipline must be enforced within an organization because without good discipline support employees, it is difficult for the company to realize its objectives. Baumann and Krskova [5] stated that work discipline directly affects employee performance. While Cebenoyan [11] shows that indiscipline can lead to less efficient operational performance.

Leadership style is one of the variables that affect employee performance. Haaksson *et al.* [8] indicates that leadership affects employee performance. Palaima [9] states that leadership has an effect on employee performance. There are various aspects of leadership that affect employee performance. These aspects include emotional self, empathy, optimism, stress management, flexibility, and tolerance. When a leader applies some of these aspects to the company, then the company's performance will increase. Strategies used by leaders are also able to improve company performance. In contrast to previous findings, Mayfield and [12], [13] stated that leadership has no effect on employee performance.

Given the above contradictions, this study aims to examine the direct influence of leadership on employee performance; and test the discipline of work as a mediator on the influence of leadership on employee performance.

II. METHOD

This type of research is explanatory research. [14] states that explanatory research is used to test between

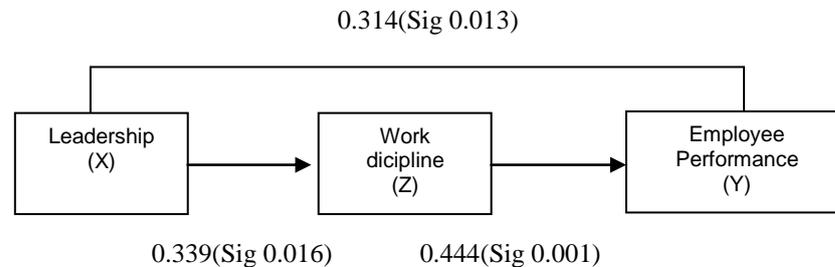
hypothesized variables. This hypothesis describes a relationship between two variables, whether the variables are related or not with other variables. The population used is all employees of PT. PLN Area Kediri (Persero), with a sample of 50 people. Sampling technique used is saturated sampling, in which all members of the population become the sample of the study [14]. Path analysis is used to analyze data to determine the direct or indirect effect of a set of independent variables (exogenous) to the dependent variable [14].

III. RESULT AND DISCUSSION

A. The development of path diagram

Path analysis examines the effects among variables such as leadership, work discipline and employee performance. The development of the path diagram can be drawn as follows.

Figure 1 Path Diagram



B. Coefficient of Determination

This research model is formed by three variables, leadership, work discipline, and employee performance. Goodness of fit model seen from coefficient value of determination to independent variable. The first equation examines the effect of leadership on work discipline. The coefficient of determination obtained is 0.115, which shows that the influence of leadership factor the work discipline is equal to 11.5%. The second equation examines the influence between leadership and work discipline on employee performance. The coefficient of determination obtained is 0.390. This shows that the influence of leadership and discipline factor on employee performance is 39.0%.

C. Total Coefficient of Determination

Another goodness of fit examination can use the total coefficient of determination (Rm2) which shows the structural model that is formed capable of representing the existing data calculation result of the total coefficient of determination (Rm2) is as follows:

$$Rm^2 = 1 - (1 - R_1^2) \times (1 - R_2^2)$$

$$Rm^2 = 1 - (1 - 0,115) \times (1 - 0,390)$$

$$Rm^2 = 1 - 0,539$$

$$Rm^2 = 0,461$$

The calculation shows that the total coefficient of determination value is 0.461 or 46.1%. This means that the structural model formed can explain about 46.1% variation of research data. In other words, the path model's accuracy is 46.1%.

Table 1. Coefficient of Determination

Influence	R Square
X → Z	0.115
X, Z → Y	0.390

D. Hypothesis Testing

Table 2 Hypothesis Testing

Hypothesis	Influence	Coefficient	T Statistic	Sig.	Inf.
1	X→Y	0.314	2.591	0.013	Sig
2	X→Z→Y	0.444	3.668	0.001	Sig

The hypothesis to test whether there is a direct influence of leadership variable to employee performance variable. The test result shows that t statistic is 2,591, more than the value of t Table 1.960. It can be inferred that leadership has a positive effect on performance. The path coefficient value is 0.314 or positive. This shows that the influence of leadership on performance is directly proportional, the better leadership applied the more performance increases. The value of standardized coefficients beta shows the amount of contribution of leadership variable to employee performance is equal to 0.314 with a significance value of 0.013 <0.05. Thus, leadership affects employee performance.

The test results show that the value of t Statistics is 3.668, more than the value of t Table 1.960. This may mean the work discipline mediates the influence of leadership on performance. The path coefficient value is 0.444 or positive. This shows that the influence of leadership variables on employee performance variables mediated by the work discipline is directly proportional. The better the leadership, the better the discipline of work and this will result in increased employee performance. The value of standardized coefficients beta shows the amount of variable contribution of work discipline to employee performance is 0.444 with significance 0.001 <0.05. Thus, the discipline of work mediates the influence of leadership on employee performance.

Leadership affects employee performance. This confirms [2] that leadership is the focus and channel for most areas of organizational behavior. A leader is the driving force of all the resources in the company. The better the leadership in an organization, the more improve the

performance of employees. There are several leadership indicators such as intelligence, maturity, self-motivation, education, expertise and firmness, all of which play a major role in performance improvement [15].

This finding supports Palaima [9] which states that leadership affects employee performance. There are various aspects of leadership that affect employee performance. These aspects include emotional self, empathy, optimism, flexibility, and tolerance. So when a leader implements some of these aspects, the performance will increase. [1] also reveals that the success of the organization as a whole, as well as groups within a particular organization, depends on the quality of leadership that exists in an organization. It can be said that leadership in the organization has a very dominant role in the success of organizational and employee performance. This is supported [16] who stated that the leader must be a person who has expertise in his field and will be devastated if submitting it to someone who is not an expert or cannot lead.

The findings of this study support Fujimura [4] which states that executive leadership has a role to maintain discipline by applying appropriate management. [5], revealed that work discipline directly affects employee performance. [8] shows that leadership influences employee performance. Discipline according to [3] is the awareness and willingness of a person to obey the rules. Siagian [1] states that an employee discipline is a form of training that seeks to improve and shape the knowledge of employee attitudes and behaviors so that employees voluntarily try to work cooperatively with other employees and improve their work performance.

These findings also confirm Palaima [9] that various aspects of leadership affect employee performance. These aspects include emotional self, empathy, optimism, stress management, flexibility, and tolerance. When a leader applies some of these aspects to the company, then the company's performance will increase. Strategies used by leaders are also able to improve company performance. Nitisemito [6] also reveals that discipline as an attitude, behavior, and deed in accordance with the rules of the company, whether written or unwritten. Discipline is a management action to encourage company members to meet the guidance of various provisions that must be obeyed by the employees.

PT. PLN (Persero) Area Kediri provides clear and strict rules for employees to do work in accordance with the goals and expectations of the company that has been established. Therefore, employees are required to always comply with all orders given by the company in order to contribute positively to yourself and the company. To manage the discipline of work, required the standard of discipline and enforcement of disciplinary standards. In the enforcement of disciplinary standards, there should be a supervisor who always controls the discipline of work. This includes reprimanding employees for committing an offense, and noting whoever has made a mistake in order for employees to perform their duties as well as possible and to appreciate the time [17].

The level of employee work discipline can be influenced by several factors such as those expressed by Hasibuan [3] such as role models to leaders, remuneration,

justice, supervision, punishment or offenses, assertiveness, and humanitarian relations.

Every company is required to always improve all its management in order to always survive and continue to grow. Therefore, for the purpose of an organization can be met, it is necessary to improve the quality of human resource management, one of them by inculcating moral attitude towards each employee. With the discipline of work, it is expected that all employees in the company can always improve the quality of work better.

IV. CONCLUSION

Leadership has a significant effect on employee performance. This is evidenced by the leadership in PT. PLN Area Kediri that encourages employees to develop their skills. These conditions indicate that the leader always strives to give the impetus to work optimally in the company. The work discipline mediates the influence of leadership on employee performance. It can be proven that leadership can improve discipline and affect employee performance. This means that leadership can directly affect the performance of employees of PT. PLN Area Kediri and indirectly, mediated by work discipline, leadership can also affect employee performance.

REFERENCES

- [1] S. Siagian, *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara, 2007.
- [2] F. Luthans, *Perilaku Organisasi. Edisi 10*. Yogyakarta: Andi Offset, 2006.
- [3] M. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara, 2012.
- [4] N. Fujimura, "Executive Leadership and Fiscal Discipline: Explaining Political Entrepreneurship in Cases of Japan," *Japanese Journal of Political Science*, vol.10, no.2, pp. 175-190, 2009.
- [5] K. Baumann, "School discipline, school uniforms and academic performance," *Int. J. Educ. Manag.*, vol. 30, no. 6, pp. 1003-1029, 2016.
- [6] A. S. Nitisemito, *Manajemen Personalia*. Jakarta: Ghalia Indonesia, 2002.
- [7] A. P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosda Karya, 2011.
- [8] D. Haaksson, "How failure to align organizational climate and leadership style affects performance," *Manag. Decis.*, vol. 46, no. 3, pp. 406-432, 2008.
- [9] T. Palaima, "Systems thinking as a platform for leadership performance in a complex world," *Balt. J. Manag.*, vol. 5, no. 3, pp. 330-355, 2010.
- [10] A. Fathoni, *Manajemen Sumber Daya Manusia*. Bandung: Rineka Cipta, 2006.
- [11] S. Cebenoyan, "performance persistence, moral hazard and market discipline," *Manag. Financ.*, vol. 30, no. 9, pp. 56-69, 2009.
- [12] Myfield and Milton, "Leader-level influence on motivating language: A two-level model investigation on worker performance and job satisfaction Competitiveness Review," *An Int. Bus. J.*, vol. 20, no. 5, pp. 407-422, 2010.
- [13] M. Wu, "Moral leadership and work performance: Testing the mediating and interaction effects in China," *Chinese Manag. Stud.*, vol. 6, no. 2, pp. 284-299, 2010.
- [14] A.S. Supriyanto & V. Maharani., *Metode Penelitian Manajemen Sumber Daya Manusia: Teori, Kuesioner, dan Analisis Data*. Malang: Uin Press, 2013.
- [15] T. H. Handoko, *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: Liberty, 2011.
- [16] Dimiyati dan Mudjiono, *Belajar dan Pembelajaran*. Jakarta: Rineka Cipta dan Depdikbud, 2002.
- [17] E. J. Rivai V dan Sagala, *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT. Raja Grafindo, 2001.