



How work discipline and leadership influence employees' performance?

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ABSTRACT

This study aims to determine the effect of work discipline and leadership style on employee performance at hotels in Texas. The analysis used in this study using multiple regression analysis. The population in this study were all employees at the hotels. Sampling in this study was carried out using a sampling technique, namely saturated sampling, so the number of samples was 300 employees who were recruited as samples in the study. The results of the study after the data were processed with SPSS.21 with the analytical method used in this study, namely multiple linear regression analysis, F_{test} , T_{test} , and coefficient of determination (R^2). Based on the results of the study it was found that there was a positive and significant effect of work discipline and leadership style variables on employee performance at the hotels simultaneously. This is evidenced by the value of F_{count} which is greater than the value of F_{table} ($29.288 > 3.32$) and the probability value which is smaller than ($0.000 < 0.05$). While partially there is a positive and significant effect of work discipline on employee performance and leadership style has a negative and significant effect on employee performance at the hotels in Texas. Where the t_{count} value is greater than the t_{table} value (1,703). The work discipline variable has a t_{count} value of 5.799 ($p = 0.000$) and the leadership style variable has a t_{count} value of -5.035 ($p = 0.000$). The variable that has the most dominant influence on employee performance at the hotels in Texas is the work discipline variable with the largest t_{count} value (5.799).

Keywords: Motivation, Work Discipline, Performance

INTRODUCTION

The development of tourism in the global competition is accompanied by the continued development of tourism supporting facilities and infrastructure, such as the increasing number of accommodations, namely hotels. Because the hotel is one of the main supports for tourists in

traveling. The hotels in Texas are also act as a service company that is directly related to consumers, so it is proper for employees to provide the best services to consumers and customers. Companies must have employees who are knowledgeable and highly skilled as well as the ability to manage the company as optimally as possible so that employee performance increases. According to Haeruddin et al. (2021a), every company directs its business activities to produce services that can provide satisfaction to consumers so that profits can be obtained as expected. Employees have an important role in the progress or decline of a company (McCarter & Northcraft, 2007). In a company, employees are always required to have high performance and mobility, because the achievements and success of a company are largely determined and depend on the capabilities and performance of the human resources in it, namely the employee himself (López-Cabarcos et al., 2022). Likewise, with discipline, it is a starting point for all success in achieving company goals (Tibaná-Herrera et al., 2018).

Proper work discipline reflects a person's sense of responsibility for the tasks assigned to him. Discipline itself is one of several factors that affect employee performance. Because without discipline, all activities that will be carried out will bring unsatisfactory results and are not in line with expectations (Hu & Liu, 2020). This can result in a lack of achievement of the company's goals and objectives and can also hinder the running of the company's programs. In addition to the above factors, the leadership style of a leader is a factor that determines the success of achieving company goals (Haeruddin et al., 2021a). Leadership is needed and needed for all kinds of good activities in the company (Diaz-Saenz, 2011). The leader is one of the determining factors to achieve the goals that have been set. Additionally, the study of Antonakis et al. (2003) suggests that a leader must be able to plan, organize, direct and supervise all the activities of his subordinates so that company goals can be achieved.

As a company engaged in the service sector, the hotels in Texas are certainly required to have employees who are experts in their fields. Employees must have high abilities in carrying out their respective duties, authorities and responsibilities in order to work optimally (McCarter & Northcraft, 2007). However, based on the results of observations in terms of observations and interviews obtained by researchers, the performance and work discipline of employees are less than optimal in terms of the characteristics used by customers in evaluating service quality (Harzing & Alakangas, 2016). Public demands on hotel employees who are considered not to carry out their duties optimally can be seen and found through mass media and online media, one of which is on Google reviews in searching the profile of the hotels in Texas, researchers found reviews of people who complained about the services and facilities available at the hotels in Texas, which is neither professional nor adequate.

As a company engaged in the service sector, the hotels in Texas are required to provide good service. However, what happened to the hotels in Texas for the last 3 months, namely from January to March 2020, based on the annual report of Texas Government (2021), employees lacked the will to adapt to all conditions and employees were less responsible for their work, this was caused by the leadership who always gave perfect scores as evidenced by employee evaluation assessments every year. Judging from the performance appraisal of employees who get perfect scores, employees should be able to prove that employees work optimally and optimally in providing services, but it has been proven that from the reviews obtained from google reviews on the hotels in Texas profile, that employee performance is still not maximal.

Leaders need to think about a leadership style that is the most appropriate, where the most appropriate leadership style can maximize performance, and employees are easy to adapt in all situations in the company, a leadership style that is appropriate to the situation and conditions will also encourage employees to work more in carrying out their duties and obligations (Haeruddin et al., 2021a; Diaz-Saenz, 2011; Antonakis et al., 2003). Employee needs a directive leadership style, namely the leader tells subordinates what is expected of them, notifies the work

schedule that must be adjusted to work standards, and provides specific guidance or direction on how to complete tasks and responsibilities including: planning, organizing, coordinating, and controlling (Haeruddin et al., 2021b). But the leadership at Hotel in Texas may use the free rein leadership style, where the leadership style is not in accordance with the conditions and situation of the company. This has an impact on employee performance which is still inadequate. The importance of this research is to determine the level of employee awareness of work discipline and leadership for leadership style, if the problems regarding discipline and leadership style continue, it will have an impact on co-workers who feel uncomfortable and also hotel guests who will complain and feel disappointed.

Employee performance

Employee performance is what influences how much they contribute to the organization. Kurniawan (2012) together with Eliyana & Ma'arif (2019) said that employee performance is the embodiment or result of work carried out by employees which is used as a basis for assessing the employee or organization. The study of Mustafa et al. (2015) recommends that effective performance appraisal focuses on work results that are directly related to the mission and goals of the organization so that later it can support the implementation of business strategies. This will be realized, as indicated by Haeruddin et al., (2021c) that if employees understand the dimensions that are evaluated and assessed from their position and they view that the assessment has been carried out openly and validly. Another factor that affects employee performance is leadership style (Diaz-Saenz, 2011). According to Diaz-Saenz, (2011), leadership style is a behavioural norm used by a person when that person tries to influence the behaviour of others to achieve his goals. In addition, based on the study of Narayanamurthy & Tortorella (2021) indicates that leadership style that is appropriate to the situation and conditions will encourage employees to work more enthusiastically in carrying out their duties and obligations.

Work Discipline

Discipline is necessary to regulate group action, where each member must control his impulses and work together for the common good (Bergman, 2012). This encourages work passion, morale, and the realization of company goals. In order to realize the company's goals, the first thing that must be built and enforced in the company is employee discipline, as stated by Treacy & Wiersema (1993). So, discipline is the key to the success of a company in achieving its goals. From the several definitions put forward, it appears that discipline is basically a management action to encourage members of the organization to comply with various applicable rules and regulations in an organization, which includes: a) The existence of rules or regulations b) The existence of compliance followers c) There are sanctions for violators (Collinson, 2006; Bergman, 2012). Atatsi et al. (2019) denote that the purpose of work discipline is so that employees can act and participate in accordance with the norms that apply to the company. Discipline accompanied by the threat of sanctions or punishments is very important because it can provide a strong impetus to obey and comply without threats, sanctions or punishments, the encouragement of obedience and obedience can be weak and the motivation to follow the applicable rules becomes less (Natsir et al., 2021; Bergman, 2012; Atatsi et al., 2019; Mustafa et al., 2018).

Leadership Style

Leaders need to think about the most appropriate leadership style, where the most appropriate leadership style is a leadership style that can maximize performance, and is easy to adapt to all situations in the organization (Narayanamurthy & Tortorella, 2021; Musa, et al., 2018). Leadership is a person's ability to direct, influence, encourage and control other people or subordinates to be able to do some work on their consciousness and voluntarily in achieving a certain goal. According to several scholars, such as Berson et al. (2001) as well as Natsir et al. (2021), leadership style is behaviour and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. The research of Haeruddin & Natsir (2016) indicates that the success of leaders in their activities is influenced by factors that can support the success of a leadership, therefore a goal will be achieved if there is harmony in the relationship or good interaction between superiors and subordinates, in addition to being influenced by the background of the leader, such as self-motivation for achievement, maturity and breadth in social relations with human attitudes.

METHOD

variable

In this study there are independent variables and dependent variables. The independent variable in this study is the work discipline variable (X1) which consists of the following dimensions: (1) goals and abilities (2) leadership role models (3) remuneration (4) justice (5) control (6) legal sanctions (7) Assertiveness (8) Human relations. The variable (X2) is the Leadership Style which consists of the following dimensions: (1) Directive Leader (2) Supportive Leadership (3) Participatory Leadership (4) Achievement Oriented Leadership. The dependent variable in this study is Employee Performance (Y) with dimensions: Target, Quality, Completion Time and Obedience to principles.

Population and Research Sample

The population in this study were all employees of Hotel in Texas around 300 people. While the sample used in this study were all employees of Hotel with sampling technique using saturated sampling technique (Maxwell, 2000; Sekaran & Bougie, 2016).

Data collection technique

The data collection techniques used in this study, namely: observation, interviews, and questionnaires, namely data collection techniques carried out by giving a set of written questions to the respondent to be answered.

Data Analysis Techniques

Multiple linear regression analysis is used to estimate how the condition of the dependent variable, if two or more dependent variables as predictor factors increase and decrease in value (Sekaran & Bougie, 2016; Keller, 2015). Mathematically the equation form of multiple linear regression is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Y = Employee Performance
 a = Constant
 b1= Work Discipline Regression Coefficient
 b2 = Leadership Style Regression Coefficient
 X1 = Work Discipline
 X2 = Leadership Style

RESULTS AND DISCUSSION

Table 1
Validity and Reliability Test

Variables	Item	R _{count}	Status	Cronbach Alpha	Status
Work Discipline (X1)	1	0,447	Valid	0,883	Reliable
	2	0,439	Valid		
	3	0,457	Valid		
	4	0,603	Valid		
	5	0,435	Valid		
	6	0,519	Valid		
	7	0,423	Valid		
	8	0,427	Valid		
	9	0,446	Valid		
	10	0,494	Valid		
	11	0,575	Valid		
	12	0,571	Valid		
	13	0,634	Valid		
	14	0,647	Valid		
	15	0,728	Valid		
	16	0,733	Valid		
	17	0,387	Valid		
	18	0,635	Valid		
	19	0,738	Valid		
	20	0,774	Valid		
Leadership style (X2)	1	0,452	Valid	0,846	Reliable
	2	0,459	Valid		
	3	0,373	Valid		
	4	0,652	Valid		
	5	0,562	Valid		
	6	0,387	Valid		
	7	0,441	Valid		
	8	0,689	Valid		
	9	0,641	Valid		
	10	0,476	Valid		
	11	0,387	Valid		
	12	0,645	Valid		
	13	0,505	Valid		
	14	0,630	Valid		
	15	0,397	Valid		
	16	0,642	Valid		

Variables	Item	R _{count}	Status	Cronbach Alpha	Status
Employees performance (Y)	17	0,371	Valid	0,836	Reliable
	18	0,458	Valid		
	19	0,464	Valid		
	20	0,387	Valid		
	21	0,407	Valid		
	22	0,428	Valid		
	1	0,668	Valid		
	2	0,848	Valid		
	3	0,425	Valid		
	4	0,426	Valid		
	5	0,395	Valid		
	6	0,491	Valid		
	7	0,818	Valid		
	8	0,487	Valid		
9	0,367	Valid			
10	0,481	Valid			
11	0,711	Valid			
12	0,719	Valid			
13	0,510	Valid			
14	0,493	Valid			

Based on the results of research data processing using the SPSS 21.0 program for Windows with the number of respondents as many as 300 people is known that work discipline (X1), leadership style (X2) and employee performance (Y) are declared reliable with Cronbach's alpha value greater than 0.60.

Hypothesis testing

T_{test}

This t_{test} is used to determine whether each independent variable independently has a significant effect on the dependent variable (Keller, 2015). The t-test basically shows whether the independent variables included in the model have a partial effect on the dependent variable (Bougie & Sekaran, 2019; Sekaran & Bougie, 2016). Conditions for acceptance of the hypothesis by comparing the value of t_{count} with the value of t_{table} . If $t_{count} >$ from the value of t_{table} , the hypothesis H1 is accepted and Ho is rejected. By using a sample of 300 respondents at the hotels with $df = n - k$ or $df = 300 - 30 = 270$ with a significance level (α) = 0.05 then, obtained a t_{table} of 1.703.

Table 2
Multiple linear regression test results

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	58.784	9.069		6.482	.000
Work Discipline (X1)	.412	.071	.627	5.799	.000
Leadership (X2)	-.331	.066	-.544	-5.035	.000

a. Dependent Variable: Employees Performance (Y)

Based on the results of data processing as shown in table above for the Work Discipline variable (X1), it is known that the t_{count} value is $5.799 > t_{table} 1.703$ with a significance value of $0.000 < 0.05$ which means H1 is accepted and H0 is rejected or in other words the discipline variable work has a positive and significant effect on employee performance. This proves that partially the X1 variable has a positive and significant effect on the Employee Performance variable (Y). Meanwhile, based on the results of data processing as shown in table above for the Leadership Style variable (X2), it is known that the t_{count} value is $-5.035 < t_{table} 1.703$ with a significance value of $0.000 < 0.05$ which means H2 is accepted and H0 is rejected or in other words the Style variable Leadership has a negative and significant effect on employee performance. This proves that partially the X1 variable has a negative and significant effect on the employee performance variable (Y).

Table 3
f-test Results

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	310,050	20	155,025	29,288	.00 ^b
Residual	142,917	270	5,293		
Total	452,967	300			

a. Dependent Variable: Employees Performance (Y)

b. Predictors: (Constant), Work discipline (X1), Leadership style (X2)

Based on table, it is known that the F_{count} value is $29.288 > F_{table} 3.32$ with a significance level of $0.000 < 0.05$ which means H1 is accepted and H0 is rejected or in other words work discipline and leadership style simultaneously have a significant effect on employee performance.

Discussion

This study aims to determine the effect of work discipline and leadership style on employee performance at the hotels in Texas. To determine the effect, the results of data processing using SPSS For Windows 21 were carried out with a sample of 300 employees. Based on the results

of the analysis that has been described previously, it is known that for testing the first hypothesis is whether work discipline and leadership style partially have a significant effect on employee performance at the hotels in Texas (López-Cabarcos et al., 2022). The results of the study indicate that work discipline has a positive effect on employee performance, this is indicated by the results of the t test for the work discipline variable which has a positive value where the t_{count} value is greater than the t_{table} value. The significance value of 0.000 indicates that Work Discipline has a positive and significant effect on employee performance (Harzing & Alakangas, 2016). While the results of the study for the leadership style variable indicate that leadership style has a negative effect on employee performance, this is indicated by the results of the t_{count} value of the leadership style variable which is smaller than the t_{table} value with a significance value of 0.000 which means H2 is accepted or in other words the style variable leadership has a negative and significant effect on employee performance (Narayanamurthy & Tortorella, 2021).

The second hypothesis testing in this research is the Simultaneous Test. To test this hypothesis, multiple regression analysis (F_{test}) was used. Based on the statistical test results, the f-test shows that work discipline and leadership style have a significant effect on employee performance simultaneously. These results indicate that work discipline and leadership style (along with other respondent characteristic variables) have a joint effect on employee performance at the hotels in Texas, so the hypothesis in this study is accepted. Which means that when work discipline and leadership style are jointly improved, it will improve employee performance. which means that if the variables of work discipline and leadership style are applied simultaneously or simultaneously, it will affect employee performance (Atatsi et al., 2019).

The results obtained indicate that the leadership strongly agrees with the quality of employee work will greatly affect how well employees carry out their work. This indicates that the performance of employees at the hotels in Texas is quite satisfactory for the leadership. Leaders also agree that employee discipline will improve the quality of their work (Tibaná-Herrera et al., 2018). This is evidenced by the Quality indicator with the question item Y.4 "The quality of employee performance greatly affects how well employees carry out their work" which is mostly approved by employees (Harzing & Alakangas, 2016). Then the statement item which later became the least approved by the leadership was the question item Y.6 "the employee concerned has knowledge and masters the field of work being carried out" indicates that most of the employees work in fields that are not in accordance with their abilities, this makes employees not optimal in doing his job. This can also be seen from the results of observations made at the time of observation where the researchers found that the receptionists and security were less alert in carrying out their duties (López-Cabarcos et al., 2022).

CONCLUSIONS

There is a negative and significant effect of leadership style variables on employee performance at the hotels in Texas, this shows that the leadership style variable has a value as evidenced by the results of hypothesis testing with a t_{count} value that is smaller than t_{table} , so it can be said to be significant. of the leadership style variable on employee performance. Moreover, there is a negative and significant influence of leadership style variables on employee performance at the hotels in Texas, this shows that the leadership style variable has a value as evidenced by the results of hypothesis testing with a t_{count} value that is smaller than t_{table} , so it can be said to be significant. of the leadership style variable on employee performance. It is discovered that there is a positive and significant effect of work discipline and leadership style variables on employee performance at the hotels in Texas simultaneously, this is evidenced by

the calculated F value which is greater than the F_{table} value and the P value is smaller than the variable that has the most dominant influence on employee performance at the hotels in Texas is the work discipline variable with the largest t value and the smallest significance value.

Based on the results of the research and the conclusions obtained, the following suggestions are proposed that may be useful for companies or for researchers who are developing similar studies: It is recommended for the hotel to always evaluate the level of employee discipline regularly once a month by superiors, and also evaluate other factors that can affect employee performance other than work discipline, such as the quantity and quality of employees at work to be better, consideration of employee policies in making decisions so that employees can think quickly and logically in all things so as to improve employee performance better. Leaders should better understand and understand and pay attention to their employees besides that the attitude and firmness of the leader really needs to be applied in this case, because if the leader is able to apply the right leadership style and is able to manage employees properly and correctly, employee performance will increase and company performance will also increase.

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