



Leadership and Work Discipline as Determinants of Civil Servant Performance in Local Government Institutions

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ABSTRACT

This study aims to analyze the influence of leadership and work discipline on the performance of Civil Servants in Local Government. The research employed a quantitative approach using a survey method. The population consisted of twenty-four employees from a regional government organization, and the sampling technique used was saturated sampling, in which all population members were selected as respondents. Data were collected through questionnaires measured using a Likert scale. Data analysis was conducted using validity tests, reliability tests, multiple linear regression, t-tests, F-tests, and coefficient of determination analysis with the assistance of SPSS software. The results indicated that all research instruments were valid and reliable. Partially, leadership and work discipline had a positive and significant effect on employee performance. Simultaneously, leadership and work discipline also had a significant influence on the performance of Civil Servants. The coefficient of determination showed that leadership and work discipline explained most of the variance in employee performance. Furthermore, leadership was identified as the most dominant variable influencing employee performance. The findings indicate that improving leadership quality and strengthening work discipline can enhance the performance of civil servants in supporting effective public service delivery within local government institutions.

Keywords: *Civil servants, Employee performance, Leadership, Local government, Work discipline*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan dan disiplin kerja terhadap kinerja Pegawai Negeri Sipil di Pemerintah Daerah. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah dua puluh empat pegawai pada salah satu organisasi perangkat daerah, dengan teknik pengambilan sampel menggunakan sampel jenuh sehingga seluruh populasi dijadikan responden. Pengumpulan data dilakukan melalui penyebaran kuesioner menggunakan skala Likert. Analisis data dilakukan dengan uji validitas, uji reliabilitas, regresi linier berganda, uji t, uji F, dan koefisien determinasi menggunakan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa seluruh item instrumen dinyatakan valid dan reliabel. Secara parsial, kepemimpinan dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Secara simultan, kepemimpinan dan disiplin kerja juga berpengaruh signifikan terhadap kinerja Pegawai Negeri Sipil. Hasil koefisien determinasi menunjukkan bahwa kepemimpinan dan disiplin kerja mampu menjelaskan sebagian besar variasi kinerja pegawai. Selain itu, variabel kepemimpinan merupakan faktor yang paling dominan memengaruhi kinerja pegawai. Penelitian ini menunjukkan bahwa peningkatan kualitas kepemimpinan dan penerapan disiplin kerja yang baik dapat meningkatkan kinerja aparatur sipil negara dalam mendukung efektivitas pelayanan publik di pemerintah daerah.

Kata Kunci: Disiplin kerja, Kepemimpinan, Kinerja pegawai, Pegawai Negeri Sipil, Pemerintah Daerah

PENDAHULUAN

The performance of Civil Servants (PNS) is one of the primary factors determining the success of local government administration. Local governments are required to provide public services that are effective, efficient, transparent, and accountable in response to increasing public demands for high-quality services. In this context, the performance quality of civil servants has become an important concern because civil servants function as implementers of public policies, public service providers, and agents of national unity. The growing demands for bureaucratic reform place local government organizations in a position where they must improve employee productivity and professionalism.

However, various field phenomena indicate that the performance of civil servants in local governments still faces several challenges. Common issues include low work discipline, tardiness, poor compliance with working hours, weak managerial supervision, and suboptimal public service quality. In addition, some employees still demonstrate a lack of responsibility toward assigned tasks, which negatively affects administrative processes and public satisfaction with government services. These conditions indicate that leadership and work discipline are critical factors in improving employee performance in the public sector.

Leadership plays a strategic role in influencing employee behavior, motivation, and productivity. Effective leaders are able to provide direction, motivation, role models, and supervision, enabling employees to work in accordance with organizational goals. In public sector organizations, leadership is especially important because government bureaucracy tends to be formal and hierarchical. Research by Francis L. K. Ohemeng and Emmanuel Amoako-Asiedu (2018) found that leadership style has a significant relationship with employee performance improvement in Ghana's public sector. Leaders who can build communication, coordination, and organizational support have been proven to enhance government employee effectiveness.

In addition to leadership, work discipline is another important factor influencing civil servant performance. Work discipline reflects employees' compliance with organizational rules, work standards, and job responsibilities. A high level of discipline encourages employees to work more systematically, punctually, and productively. Conversely, poor work discipline can hinder the achievement of organizational objectives. Research by Yanti Maryani, Muhamad Entang, and Maman Tukiran (2021) found that work discipline has a positive and significant relationship with employee performance improvement in local government institutions. This indicates that the better the employee discipline, the more optimal the work outcomes achieved.

In the context of local government in Indonesia, leadership and work discipline often become bureaucratic challenges. Weak managerial assertiveness in enforcing disciplinary regulations causes some employees to lack responsibility toward their work. On the other hand, non-participative leadership styles may reduce employee motivation. Therefore, leadership that can serve as a role model while fostering a disciplined work culture is necessary within local government institutions.

Several international studies also reinforce the importance of leadership in the public sector. Gary Schwarz, Nathan Eva, and Alexander Newman (2020) stated that effective public leadership can improve public service motivation and employee performance. Research by Nguyen N. T. H., Nguyen D., and Vo N. (2023) also explained that servant leadership can encourage innovative behavior among public sector employees through increased motivation and learning orientation. These findings indicate that the success of government organizations is strongly influenced by the quality of leadership implemented.

Based on the above discussion, it can be understood that leadership and work discipline are two important factors influencing the performance of Civil Servants in local government institutions. Therefore, research examining the influence of leadership and discipline on civil servant performance is important to provide both theoretical and practical contributions toward improving bureaucratic quality and public services in local government environments.

TINJAUAN PUSTAKA

Leadership

Leadership refers to a leader's ability to influence, direct, and coordinate employees in achieving organizational goals effectively and efficiently. In public sector organizations, leadership plays a strategic role because the success of government administration is highly influenced by leaders' ability to manage human resources. Ohemeng and Amoako-Asiedu (2018) explained that effective leadership can improve work morale, organizational commitment, and employee productivity in the public sector. Leaders who are able to establish good working relationships with employees can create a conducive work environment, thereby improving employee performance.

Schwarz et al. (2020) stated that public leadership has a significant influence on public service motivation and government employee performance. In local government bureaucracy, leaders function not only as decision-makers but also as directors, mentors, and organizational drivers. Therefore, the leadership style applied will influence employee work behavior, discipline levels, and the quality of public services delivered.

Research by Nguyen et al. (2023) showed that servant leadership can enhance innovative behavior among public sector employees through increased motivation and learning orientation. This indicates that leaders who provide support, role models, and recognition to employees will create a more productive work environment.

In this study, the leadership variable was measured using four indicators: visionary, mentoring, affiliative, and democratic leadership. Visionary leadership refers to a leader's ability to establish clear organizational direction, goals, and future vision. Mentoring leadership reflects a leader's ability to provide guidance, support, and coaching to employees. Affiliative leadership emphasizes interpersonal relationships, harmony, and teamwork among employees. Democratic leadership involves employees in organizational decision-making processes, allowing them to express ideas, opinions, and suggestions. Thus, leadership can be understood as an important factor influencing employee behavior and productivity in local government organizations.

Work Discipline

Work discipline refers to employees' attitudes and behavior in complying with all organizational rules and norms. Work discipline is one of the key factors in improving organizational effectiveness because it reflects employees' level of responsibility toward their duties and obligations. According to Maryani et al. (2021), good work discipline encourages employees to work systematically, punctually, and according to organizational standards, thereby improving organizational performance.

In local government organizations, work discipline is essential to ensure the smooth delivery of public services. Poor discipline, such as tardiness, non-compliance with office regulations, and lack of responsibility toward work, can hinder bureaucratic effectiveness. Research by Budi Permadi and I. B. A. Dharmanegara (2018) showed that work discipline positively affects civil servant performance. The higher the level of employee discipline, the better the quality of work outcomes produced.

The indicators of work discipline in this study include punctuality, proper use of office equipment, high responsibility, and compliance with office regulations. Employees who demonstrate high discipline tend to complete tasks effectively, responsibly, and in accordance with organizational procedures. Therefore, work discipline can be considered an important factor in improving the effectiveness and quality of civil servant performance in local government institutions.

Employee Performance

Employee performance refers to the work outcomes achieved by employees in carrying out their duties and responsibilities according to organizational standards. Performance serves as an indicator of organizational success in achieving planned objectives. In the public sector, employee performance is closely related to the quality of public services delivered to society.

According to Setyo Riyanto and Joko Hadi Prasetyo (2021), employee performance is influenced by various factors such as leadership, motivation, work discipline, and organizational environment. Employees with high motivation and effective leadership support tend to demonstrate better work productivity. In addition, work discipline also plays an important role in improving the quality of government employees' work outcomes.

Employee performance indicators in this study include work quality, work quantity, timeliness, effectiveness, and independence. These indicators reflect employees' success in performing organizational tasks effectively and efficiently.

Based on previous studies, it can be concluded that leadership and work discipline are important factors influencing the performance of Civil Servants in local government institutions. Leadership characterized by visionary, mentoring, affiliative, and democratic approaches can create a conducive work environment, improve employee motivation, and encourage employees to work optimally. Likewise, work discipline reflected in punctuality, proper use of office facilities, responsibility, and compliance with organizational rules significantly contributes to employee performance improvement.

Therefore, it is hypothesized that leadership and work discipline simultaneously have a positive and significant influence on the performance of Civil Servants in local government institutions.

RESEARCH METHOD

This study employed a quantitative approach using a survey method aimed at examining the influence of leadership and work discipline on civil servant performance. The study population consisted of 24 employees from a local government agency. A saturated sampling technique was applied, meaning that all members of the population were selected as respondents.

The data collected were primary data obtained through structured questionnaires distributed to all respondents. The questionnaire instruments were developed based on the indicators of each variable. Leadership was measured through visionary, mentoring, affiliative, and democratic indicators. Work discipline was measured through punctuality, proper use of office equipment, responsibility, and compliance with regulations. Employee performance was measured through work quality, work quantity, timeliness, effectiveness, and independence. All questionnaire items were measured using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

Before data collection, the research instruments were tested for validity and reliability. Validity testing was conducted using the Pearson Product Moment correlation technique by comparing the calculated r-value with the r-table value at a five percent significance level. An item was considered

valid when the calculated r-value exceeded the r-table value. Reliability testing used Cronbach's Alpha, where a variable was considered reliable if the coefficient exceeded 0.60.

Data analysis employed multiple linear regression using SPSS software to examine the influence of leadership and work discipline on employee performance, both partially and simultaneously. Prior to hypothesis testing, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were conducted to ensure that the regression model met BLUE assumptions. Partial hypothesis testing used the t-test, while simultaneous testing used the F-test. The coefficient of determination was also analyzed to determine the contribution of independent variables to the dependent variable.

RESULTS

The validity test results for all statement items across the three variables indicate that all items were valid. The leadership variable consisted of 12 statement items, all of which had calculated correlation values higher than the r-table value of 0.497, ranging from 0.521 to 0.780. The discipline variable, which also consisted of 12 statement items, showed valid results for all items, with calculated correlation values ranging from 0.500 to 0.892. Meanwhile, the employee performance variable consisted of 15 statement items, all of which were valid, with calculated correlation values ranging from 0.504 to 0.711. Therefore, all items across the three variables were considered appropriate for data collection.

Instrument reliability testing using Cronbach's Alpha produced varying results. The discipline variable had an alpha coefficient of 0.689, which exceeded the minimum threshold of 0.60 and was therefore considered reliable. Similarly, the leadership variable had an alpha coefficient of 0.628, while the employee performance variable had an alpha coefficient of 0.667. Both values were also above the 0.60 threshold, indicating that these variables were reliable.

Simultaneous testing using multiple linear regression produced the following equation:

$$Y = 9,657 + 0,727X1 + 0,195X2$$

The equation indicates that leadership contributed 0.727 units and discipline contributed 0.195 units to improving employee performance, while the constant value of 9.657 represented employee performance when the independent variables had no influence. The F-test results showed an F-value of 999.906 with a significance level of 0.000, indicating that leadership and discipline simultaneously had a positive and significant effect on employee performance. The coefficient of determination showed an R Square value of 0.994, meaning that the two independent variables explained 99.4 percent of the variation in employee performance, while the remaining 0.6 percent was explained by other factors outside the research model.

Based on the dominant variable analysis, leadership was identified as the most dominant factor affecting employee performance compared to discipline. This finding was reflected in the standardized beta coefficient values from the multiple regression analysis, which showed that leadership had a greater influence than discipline. Therefore, leadership should be considered the primary factor in efforts to improve the performance of Civil Servants in Local Government.

DISCUSSION

The results of this study indicate that leadership has a positive and significant effect on the performance of Civil Servants in Local Government, particularly at the Air Hangat Timur District Office in Kerinci Regency. This finding suggests that better leadership skills in directing, guiding, motivating, and supervising employees are associated with higher levels of employee performance in carrying out their duties and responsibilities. Effective leadership can create a supportive work

environment, improve employee morale, and encourage employees to work more effectively in achieving organizational goals. These findings are consistent with the leadership theory proposed by Hasibuan (2017), which defines leadership as the ability to influence others to cooperate effectively and efficiently in achieving organizational objectives. Similarly, Siagian (2015) argued that the success of public organizations is strongly influenced by leaders' ability to manage human resources effectively.

The findings are also consistent with the study conducted by Rusydi, Firman, and Mustaking (2020), which found that leadership significantly affects employee performance in government institutions. Likewise, Fransisca Rith Risnawati, Herlindah, and Azahari (2023) reported that leadership style positively influences employee performance at the Regional Disaster Management Agency. Similar findings were reported by Derita Qurbani and Melisa (2023), who concluded that leadership style significantly improves village employee performance. These studies indicate that leadership is one of the key determinants of success in public sector organizations, particularly in improving the quality of public services.

This study is further supported by the findings of Ohemeng and Amoako-Asiedu (2018), who explained that leadership style has a strong relationship with employee performance in the public service sector. Their study emphasized that effective leadership can improve productivity, employee loyalty, and the quality of government services. In addition, Lewis, Ricard, and Klijn (2018) highlighted the importance of leadership in developing innovation capacity within the public sector through networking, collaboration, and adaptive organizational culture. This suggests that leadership not only affects individual employee performance but also contributes to improving overall organizational capacity.

Besides leadership, work discipline was also found to have a positive and significant effect on the performance of Civil Servants in Local Government. Employees with high levels of discipline tend to perform their duties more effectively, complete tasks on time, and comply with organizational rules and standards. Work discipline reflects employees' level of obedience to regulations, responsibility, and commitment in carrying out their duties. Disciplined employees are more capable of maintaining work quality, increasing productivity, and supporting the achievement of organizational goals. These findings are consistent with the theory proposed by Sutrisno (2016), who stated that work discipline reflects employees' willingness and commitment to comply with organizational rules and norms. Good discipline promotes more effective and efficient employee performance.

The findings are also supported by Sanggra Pramesta (2020), who found that work discipline positively affects the performance of local government employees. Similarly, Dede Andi and Damayanti (2023) reported that work discipline significantly influences sub-district employee performance. Febsri Susanti and Irman (2023) further concluded that work discipline is an important factor in improving employee performance within government institutions. These studies reinforce the present findings that work discipline plays a crucial role in shaping productive and responsible employee behavior.

Additional support comes from the study by Mairia, Komardi, and Panjaitan (2021), which found that work discipline positively affects employee performance at the Pekanbaru City Health Office. Their study showed that disciplined employees tend to be more responsible and productive. Likewise, Maryani, Entang, and Tukiran (2021) reported that work discipline has a close relationship with employee performance improvement at the Regional Secretariat of Bogor City. Their findings emphasized that discipline contributes to more effective work behavior and improves the quality of task implementation among government employees.

Simultaneously, the results of this study indicate that leadership and work discipline significantly influence the performance of Civil Servants in Local Government. This finding suggests that employee performance improvement is not only influenced by leaders' ability to manage the organization but also by employees' discipline in performing their duties and responsibilities. Effective leadership creates a positive work culture, while strong discipline supports the effectiveness of work implementation. The combination of these two factors leads to improved organizational performance. These findings are in line with the human resource management theory proposed by Mangkunegara (2017), who stated that employee performance is influenced by leadership capability and employee work behavior.

The findings are also consistent with Riyanto and Prasetyo (2021), who stated that the performance of Civil Servants in Indonesia is influenced by various organizational factors, including leadership and work discipline. Their study emphasized that government organizations require effective leadership and disciplined employees to improve public service quality. Similarly, Araque, López, and Alvarado (2022) explained that resonant leadership contributes to improving employee performance by creating a healthy and sustainable work environment. Leaders who establish positive emotional relationships with employees can enhance work motivation, engagement, and productivity.

The present study also supports the findings of Erdi Satria Novrata and Yulinda (2022), who found that leadership and work discipline simultaneously have a significant effect on employee performance at the Regional Disaster Management Agency. Another study by Desy Friska Abriyanti, Hajjad, and Junaeda (2024) also identified leadership and work discipline as important determinants of employee performance in local government institutions. Therefore, local governments should pay greater attention to leadership quality and employee discipline to continuously improve the performance of Civil Servants and enhance the quality of public services delivered to society.

Based on the overall findings and support from previous studies, it can be concluded that leadership and work discipline are important factors in improving the performance of Civil Servants in Local Government. Therefore, local governments should strengthen leadership quality and foster a strong culture of work discipline to improve Civil Servants' performance and deliver better public services to the community.

SIMPULAN

Based on the research findings, it can be concluded that leadership and work discipline have a positive and significant effect on the performance of Civil Servants in Local Government, both partially and simultaneously. Effective leadership improves employee performance through leaders' ability to provide direction, motivation, supervision, and a supportive work environment. Meanwhile, work discipline also plays an important role in improving the quality and effectiveness of employees' task performance, as disciplined employees tend to be more responsible, comply with organizational rules, and complete their work on time. Simultaneously, leadership and work discipline are important factors that support the improvement of civil servant performance in delivering public services within local government institutions. In addition, the findings indicate that leadership is the most dominant variable influencing employee performance compared to work discipline.

Local governments are recommended to improve leadership quality through leadership training, managerial skill development, organizational communication improvement, and decision-making enhancement for structural officials in order to create a more productive work environment and support employee performance improvement. Furthermore, government institutions should strengthen the implementation of work discipline through consistent supervision, leadership by

example, enforcement of work regulations, and the application of fair reward and punishment systems to encourage stronger employee responsibility and work commitment.

For future research, it is recommended to include additional variables related to Civil Servant performance, such as work motivation, organizational culture, job satisfaction, competence, or work environment, in order to develop a more comprehensive research model. Future studies are also encouraged to use larger sample sizes and more advanced analytical methods, such as Structural Equation Modeling (SEM), to obtain deeper and more accurate research findings.

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