



The Influence of Leadership and Work Discipline on the Performance of State Civil Apparatus at the UPTD Office of the South Sumatra Provincial Education Office

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Abstract. *This study aims to analyze the influence of leadership and work discipline on the performance of the State Civil Apparatus (ASN) at the UPTD Office of the South Sumatra Provincial Education Office. Effective leadership and high work discipline are believed to be two important factors in improving ASN performance. This study uses a quantitative approach with a survey method. Data was collected through a questionnaire distributed to 60 ASN respondents at the UPTD office of the South Sumatra Provincial Education Office. The analysis technique used is multiple linear regression to test the simultaneous and partial influence of leadership and work discipline on ASN performance. The results of the study show that leadership and work discipline have a significant effect on ASN performance, both simultaneously and partially. The level of relationship between variables is included in the close category, with the contribution of the influence of independent variables on dependent variables included in the category is quite high.*

Keywords: *Leadership, Work Discipline, Influence*

1. INTRODUCTION

Human resources are a very valuable asset for an institution or organization. As the author understands that an institution or organization will be quality if it has competent human resources in its field. This is in line with the statement that the success of an institution in achieving its goals is highly dependent on the performance of its employees (Akilah, 2018). Optimal employee performance will make a positive contribution to the achievement of institutional goals. Therefore, it is very important for institutions to ensure that their employees can provide the best performance. Moreover, the employees in question are employees in public institutions who have service responsibilities.

ASN is the backbone of the government bureaucracy responsible for implementing government policies and programs (Fathya, 2018). ASN is required to provide optimal performance because it is one of the main factors that determine the effectiveness and efficiency of public services. Moreover, ASN who are on duty in educational institutions, the responsibilities carried out are more complex. This refers to the professional responsibility as a public servant who is also required to be a role model, because the form of service provided is an external form of educational implementation. As well as this research was carried out at the UPTD of the South Sumatra Provincial Education Office, which is responsible for implementing education policies at the provincial level.

2. LITERATURE REVIEW

Performance is the level of achievement or result of a work or task that has been carried out (Lengkong, Lengkong, & Taroreh, 2019). In the context of an organization or institution, performance refers to the work results achieved by an individual, team, or organization as a whole. Performance is an important concept in institutions because it reflects the level of success in achieving the goals and objectives that have been set (Wahyuningsih, 2021).

Performance can be interpreted as the level of achievement of results for the implementation of certain tasks in order to realize the goals of the institution. Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019). The understanding of performance tends to be represented in the results of work that can be achieved by a person or a group of people in an institution, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization in question legally, not in violation of the law and in accordance with morals and ethics. Performance is the result of work that is related to the strategic goals implemented by the institution, satisfaction, and makes a positive contribution to what is done (Badrianto & Ekhsan, 2021).

To find out the performance of employees, an assessment or measurement is carried out. Employee performance assessment is the process of evaluating and measuring employee performance in carrying out their duties and responsibilities (Nursam, 2017). Employee performance assessments are usually carried out periodically, for example every semester or yearly. Employee performance assessments are carried out with the aim of providing feedback to employees about performance; identify the strengths and weaknesses of employees; set goals and targets for development; make decisions regarding compensation, promotion, or mutation; as well as increasing productivity and overall organizational performance (Fatimah, 2017; Fauzi, 2020).

Leadership is the ability to influence and inspire others to achieve certain goals (Tyaningsih & Nurachadijat, 2023). Leadership refers to the process or ability of a person to influence, guide, or direct an individual or group towards the achievement of a specific goal. In general, leadership involves the ability to motivate others, inspire them, and coordinate joint efforts to achieve desired outcomes (Nurhayuni, Syaifudin, & Andriani, 2023).

Work discipline is an important element in human resource management that plays a significant role in achieving organizational goals (Sinambela, 2021). The study of work discipline is growing with the existence of various new approaches that emphasize more on psychological and social aspects in its application. Work discipline is an individual's

compliance with the rules and standards set by the organization (Pahlevi & Listiara, 2018). Work discipline as a set of actions designed to ensure compliance with organizational policies and maintain appropriate behavior in the workplace (Mathis & Jackson, 2019). This discipline is not only about punishment, but also includes the coaching and development of appropriate behavior.

Work discipline is a condition in which employees or members of an organization follow the rules, procedures, and norms that have been set by the organization. Work discipline includes compliance with company policies, timeliness, and responsibility in carrying out duties and obligations (Nasir M., 2022). Good work discipline helps create a productive and efficient work environment, as well as minimize conflicts and mistakes that can be detrimental to the organization (Sinambela, 2021).

Indicators of work discipline as stated by Bakhtiar (2019), include compliance with regulations, attendance and punctuality, efficiency and productivity, compliance with superiors, and honesty and integrity. Another opinion states that the indicators of the work discipline of an ASN can be measured through discipline in administration, responsibility for work, effective use of time, commitment to duties, concern for work quality (Wijono, 2018).

3. METHODS

The research method used in this study is quantitative descriptive research. A quantitative method was carried out to measure the variables in this study, namely the leadership variable (X1), work discipline (X2) and employee performance (Y) and then the relationship between these variables was sought (Sugiyono, 2020). Quantitative research is carried out with the aim of testing hypotheses using existing theories, so as to obtain accurate analysis results, as well as to measure the interaction of relationships between two or more variables. As for emphasizing the research method, it can be depicted in the following image design:

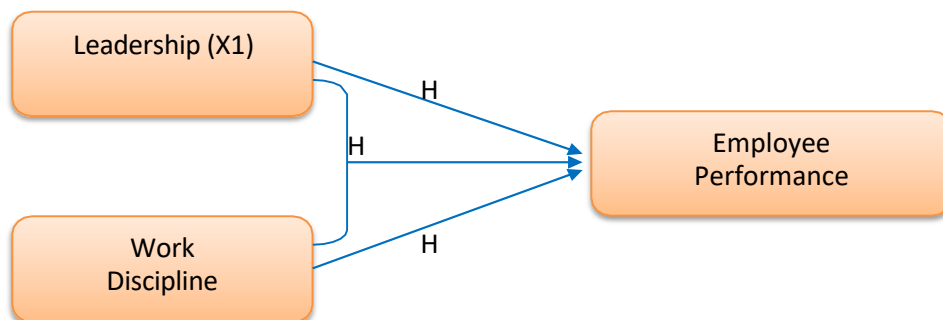


Figure 1 Research Design Drawings

Based on the design above, it is understood that the leadership variable is first tested on employee performance partially, then continued with the work discipline variable. The line marked with H3 is a simultaneous test between leadership and work discipline on employee performance.

4. RESULTS AND DISCUSSION

Research Results

This research was carried out within the South Sumatra Provincial Education Office, precisely in several technical implementation units (UPTD Center for Information and Communication Technology Education; UPTD Graha Teknologi Sriwijaya; UPTD Vocational Education Development Center). The implementation of the research was carried out to examine the leadership, work discipline and performance of the state civil apparatus (ASN) who are in charge of each work unit.

Leadership Data

Leadership is one of the variables tested in this study. There were 60 (sixty) people who became respondents, with a total of 26 (twenty-six) statements in the instrument. Based on the data obtained, it is understood that respondents have a positive perception related to leadership. This is based on the results obtained mostly > 75.0 . This means that respondents gave positive views related to the leadership in the South Sumatra Provincial Education Office. The average total obtained is 82.22.

Work Discipline Data

Work discipline is the second variable in this study. There were 60 (sixty) people who became respondents, with the number of statements in the instrument as many as 25 (twenty-five) items. Based on the data obtained, it is understood that the respondents have high work discipline. This is based on the results obtained mostly > 75.0 . This means that the respondents have high work discipline in carrying out their main duties and functions at the South Sumatra Provincial Education Office, with an average discipline score of 79.97.

ASN Performance Data

ASN performance is a dependent variable in this study. There are 60 (sixty) people who are respondents, with the number of statements in the instrument as many as 29 (twenty-nine) statements. Based on the data obtained, it is understood that the respondents have good performance in carrying out their main duties and functions as state civil servants. The average score obtained related to ASN performance is 84.56 which means that the average achievement of respondents in this study is included in the good category.

Total Recapitulation Data

Based on the analysis of the overall results related to leadership, discipline and ASN performance, the recapitulation in the research findings in each school can be seen in the following table.

Table 1 Average Table of Research Achievements

It	School Name	X1	X2	Y
1	UPTD Center for Information Technology and Educational Communication (BTIKP)	83,08	80,48	84,97
2	UPTD Graha Technology Sriwijaya	81,35	79,64	84,17
3	UPTD Development Center Vocational Education (BPPK)	82,23	79,80	84,55

Source: data processed by researchers, 2024

As the information presented in the table above, it is understood that the values obtained in each variable are very varied. Likewise, the scores obtained from each UPTD as a sample group.

Discussion

The results of the study show that transformational and democratic leadership significantly improves ASN performance. Leaders who can build good interpersonal relationships, are able to provide trust, support competency development, and create an inclusive work culture are proven to increase productivity, innovation, and loyalty of civil servants. In addition, a leadership approach that focuses more on empowering ASN also has a positive effect in creating a sense of responsibility and high dedication.

The results of the research that have been carried out show that leadership plays a significant role in influencing the quality of ASN performance. Some of the main findings resulting from this study, including those related to leadership that is carried out in a transformational manner are able to optimize motivation and productivity. Leaders who use a transformational approach, which focuses on individual development and inspiration, significantly increase ASN's work motivation. Leaders who provide a clear vision and arouse work morale, as well as encourage civil servants to reach their maximum potential, succeed in creating an increase in productivity and quality of work results

The various findings in this study are supported by several previous studies, such as the results of the study which revealed that high work discipline increases the efficiency and effectiveness of ASN performance in local government through increased compliance with work procedures and rules (Santoso, 2020). Likewise, the existence of strict sanctions for

disciplinary violations can increase ASN's compliance with working hours, and this has a direct effect on productivity and the quality of public services (Hakim & Nugraha, 2019).

In other studies, it was shown that consistent work discipline plays an important role in building a positive work culture in the government work environment, which ultimately improves overall organizational performance (Wijaya & Hartono, 2021). In the end, good work discipline not only helps civil servants in completing tasks more effectively and efficiently, but also creates a more structured work environment, professional, and productive. The high performance of ASN is greatly influenced by how disciplined they are in carrying out their obligations and compliance with existing rules.

Research shows that the influence of leadership and work discipline on ASN performance does not run separately, but complements each other. Good leadership creates motivation and encouragement to improve work discipline, whereas high work discipline strengthens the effectiveness of the directives and policies given by the leader. When civil servants have leaders who support them and at the same time maintain discipline in their work, the overall performance of the organization improves.

The combination of good leadership and work discipline not only improves the performance of ASN, but also has an impact on job satisfaction and ASN's commitment to the organization. ASN feels more satisfied with their work when they work in an orderly, disciplined environment, and are led by someone who cares about their development and well-being. This creates a higher commitment to the organization's goals.

The importance of synergy between leadership and work discipline in public sector organizations to increase productivity and service quality (Fadhil & Susanto, 2021). Overall, this study reveals that leadership and work discipline are two important factors that support each other in improving ASN performance. Good leadership creates a motivating environment, while work discipline maintains order and efficiency in the execution of tasks, which together contribute to the achievement of optimal performance. Moreover, leadership and work discipline are two very important factors in the implementation of work, especially in improving individual and organizational performance.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the discussion that has been examined in this study, there are several things that are conclusions to be understood and followed up. The intended conclusion is as follows:

1. There is a significant influence of leadership on the performance of the State Civil

- Apparatus at the UPTD office of the South Sumatra Provincial Education Office. The relationship between variables is included in the category of quite close, with the contribution of leadership influence to performance included in the category of quite high
2. There is a significant influence of work discipline on the performance of the State Civil Apparatus at the UPTD office of the South Sumatra Provincial Education Office. The relationship between work discipline variables and performance is included in the close category, with the contribution of the influence of work discipline on performance included in the fairly high category
 3. There is a significant influence of leadership and work discipline simultaneously on the performance of the State Civil Apparatus at the UPTD office of the South Sumatra Provincial Education Office. The combination of leadership variables and work discipline is able to make a positive and significant contribution to the performance of ASN, with the influence contribution included in the category of quite high.

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