



The Role of Leadership and Work Discipline in Improving Employee Performance State Elementary School (SDN Bondongan) South Bogor District, Bogor City

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Abstract

This research investigates the influence of leadership, work discipline, and employee performance at State Elementary School (SDN) Bondongan, located in South Bogor District, Bogor City. Recognizing the essential roles that leadership and discipline play in educational institutions, this study adopts a quantitative method, utilizing surveys, observations, and documentation for data collection. The respondents consisted of teaching and administrative staff. The findings reveal that leadership significantly shapes employee performance, fostering a more productive and motivated work environment. Additionally, strong work discipline positively impacts staff efficiency and commitment. The synergy between effective leadership and high work discipline is crucial in achieving optimal performance levels among employees. These results highlight the necessity for school management to prioritize leadership development and cultivate a disciplined, goal-oriented organizational culture. This study offers valuable insights for educational leaders aiming to enhance overall staff performance.

Keywords: Relationship between Leadership, Discipline, and Employee Performance

1. Introduction

The quality of human resources, particularly teaching and administrative personnel, is a critical determinant of success in the educational process. Among the various factors that influence employee performance within schools, leadership and work discipline are paramount. Effective leadership plays a vital role in directing, motivating, and maximizing employees' potential to achieve organizational objectives. In contrast, ineffective leadership often leads to diminished performance and productivity. Work discipline is equally fundamental, fostering a work environment that is orderly, systematic, and productive. Employees who demonstrate high levels of discipline tend to execute their responsibilities with consistency and accountability, thereby significantly contributing to the achievement of institutional goals. Within the context of elementary education, optimal staff performance is crucial to ensuring the delivery of high-quality educational services to students.

This study focuses on Bondongan Public Elementary School (SDN Bondongan), located in the South Bogor District of Bogor City. In response to the growing demand for improved educational standards, SDN Bondongan faces increasing pressure to enhance the performance of its teaching and administrative staff. Accordingly, this research seeks to examine the extent to which principal leadership and employee work discipline impact overall staff performance. Various previous studies have shown that leadership and work discipline have an influence on employee performance. However, most of these previous studies were conducted in the private sector, companies, or higher education institutions. Meanwhile, the context in public elementary schools that have different organizational structures, work cultures, and challenges is still

relatively rarely studied, especially in local environments such as SDN Bondongan, South Bogor District, Bogor City.

Based on this background, this study aims to: (1) analyze the influence of leadership on employee performance; (2) analyze the influence of work discipline on employee performance; and (3) analyze the influence of leadership and work discipline simultaneously on employee performance at SDN Bondongan. It is hoped that the findings of this study will provide a positive contribution to the development of school management strategies that aim to improve employee performance sustainably.

Definition of Leadership

Leadership refers to an individual's ability to influence, direct, and mobilize others to work collaboratively toward the achievement of predetermined goals. According to Robbins and Coulter (2018), leadership is the process of influencing and guiding the activities of individuals or groups in efforts to achieve organizational objectives. Effective leadership is not only demonstrated through the issuance of directives, but also through the ability to inspire, motivate, and empower members of the organization. In the educational context—particularly in elementary schools—leadership plays a critical role in shaping school culture, guiding both teaching and non-teaching staff, and ensuring the realization of the school's vision and mission. A school leader must be capable of fostering a work environment that is harmonious, productive, and innovative.

Definition of Work Discipline

Work discipline can be defined as an attitude of respect and adherence to the rules and regulations established within an organization. Hasibuan (2017) defines work discipline as the awareness and willingness of an individual to comply with all applicable rules and social norms in the workplace. High levels of discipline reflect a strong personal commitment to the organization, as evidenced by punctual attendance, adherence to regulations, and responsible task execution. In a school setting, work discipline encompasses the punctuality of teachers and staff, fulfillment of teaching responsibilities, completion of administrative tasks, and compliance with school policies. A high degree of work discipline significantly contributes to the creation of a conducive and high-quality educational environment.

Definition of Employee Performance

Employee performance denotes the extent to which an individual successfully fulfills the tasks and responsibilities assigned to them. In accordance with predetermined performance standards. According to Mangkunegara (2015), performance is the result of work in terms of both quality and quantity, achieved by an employee in fulfilling their responsibilities. In the education sector, employee performance includes various aspects such as teaching competence, accuracy in administrative tasks, capacity for innovation, and contributions to improving the quality of educational services. High levels of employee performance enhance the operational effectiveness of schools and increase the satisfaction of all educational stakeholders, including students and parents.

2. Methodology

Research Design

This study employs a quantitative method with an associative approach, which is used to examine the relationship and influence between the variables of leadership (X_1) and work discipline (X_2) on employee performance (Y) at SDN Bondongan, South Bogor District, Bogor City. According to Sugiyono (2017), the quantitative method aims to test hypotheses formulated in advance and utilizes structured research instruments in the form of questionnaires. This quantitative research is explanatory in nature, aiming to clarify the causal relationships among the variables under investigation.

The population in this study was all employees at SDN Bondongan, totaling 30 people. Given the relatively small population, this study used a saturated sampling technique, namely all members of the population were sampled (total sampling).

The respondent criteria include:

All permanent employees and all staff employees at SDN Bondongan who have worked for at least one year at the institution.

Based on these objectives, the research design is outlined as follows:

Independent Variables: Leadership (X_1) and Work Discipline (X_2)

Dependent Variable: Employee Performance (Y)

The relationships between variables in this study will be analyzed using multiple linear regression, as there is more than one independent variable presumed to influence a single dependent variable.

In summary, the research model is formulated in the form of the following regression equation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where:

Y = Employee Performance

X_1 = Leadership

X_2 = Work Discipline

a = Constant

b_1, b_2 = Regression coefficients for each variable

e = Error term (residual error)

Research Location and Period

This research was conducted at SDN Bondongan, located in South Bogor District, Bogor City. The study was carried out during the period of May to June 2024.

Population and Sample

The population in this study includes all employees and teaching staff at SDN Bondongan. The sample was selected using a total sampling technique, in which the entire population was included as the sample, considering the relatively small size of the population and its accessibility.

Datacollection and Dataanalysis Techniques

The methods employed for data collection in this study are as follows:

Questionnaire: The primary instrument consisting of a set of closed-ended questions completed by respondents to measure the research variables.

Observation: Direct observation of employee work behavior and discipline within the school environment.

Documentation: Collection of secondary data through employee records, attendance reports, and performance reports.

Data Collection

This research employed multiple data collection methods, including the use of a questionnaire. The questionnaire was designed with closed-ended items and utilized a Likert scale format to capture respondents' perceptions, distributed to all employees at SDN Bondongan. The scale was designed to measure respondents' perceptions regarding leadership, work discipline, and employee performance variables.

The Likert scale score ranges are as follows:

- 5 = Strongly Agree
- 4 = Agree
- 3 = Moderately Agree
- 2 = Disagree
- 1 = Strongly Disagree

Observation

Direct observations were conducted to monitor work behavior, attendance levels, and employee discipline within the school environment.

Documentation

The documents collected included employee data, attendance lists, performance reports, and other administrative records relevant to the research variables.

Data Analysis Techniques

The collected data will be analyzed using the following methods:

Assessment of Validity and Reliability

Classical Assumption Evaluation, including tests for normality, multicollinearity, and heteroscedasticity, was conducted to ensure the robustness of the regression model.

Multiple Linear Regression Analysis

t-test and F-test for hypothesis testing

To assess the extent to which the independent variable influences the dependent variable, the Determination Coefficient (R^2) test is used.

The data analysis will be conducted with the assistance of statistical software, such as the latest version of SPSS.

The primary reference for these methods is:

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.

Theoretical Framework

Employee performance within the school environment is influenced by various internal factors, particularly leadership and work discipline. Effective leadership by the principal provides guidance, motivation, and encouragement for employees to work more efficiently and effectively.

Conversely, a high level of work discipline fosters order, responsibility, and increased employee productivity. Based on the theoretical framework described above, the hypotheses of this study are as follows:

Research Hypotheses

H₁: Leadership is hypothesized to exert a positive and statistically significant effect on employee performance at SDN Bondongan.

H₂: Work discipline is proposed to have a positive and significant impact on employee performance at SDN Bondongan.

H₃: It is hypothesized that leadership and work discipline, when considered simultaneously, have a positive and significant influence on employee performance at SDN Bondongan.

Data Analysis

The process of analyzing data in this research encompasses conducted through several stages:

1. Research Instrument Testing

The Pearson Product-Moment correlation method is applied to evaluate how effectively each questionnaire item reflects the variable it is intended to measure. Reliability Test: Using Cronbach's Alpha. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60 (Sugiyono, 2017).

2. Classical Assumption Tests

Prior to conducting regression analysis, it must be ensured that the data meet the classical assumptions:

To assess the normality of the data distribution, the Kolmogorov–Smirnov test or the P–P Plot graph is utilized as an analytical tool.

Multicollinearity Test: To ensure that there is no high correlation among independent variables, assessed through Tolerance and Variance Inflation Factor (VIF) values.

Heteroscedasticity Test: To identify whether there is a variance inequality in residuals, using the Glejser test or a scatterplot.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis is employed to examine the effect of leadership (X_1) and work discipline (X_2) variables on employee performance (Y). The regression model utilized in this study is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where:

Y = Employee Performance

a = Constant

b_1 = Regression coefficient of the leadership variable

b_2 = Regression coefficient of the work discipline variable

e = Error term

4. Hypothesis Testing

t-test (Partial Test): To determine the effect of each independent variable on the dependent variable individually.

F-test (Simultaneous Test): To determine the combined effect of the independent variables on the dependent variable.

Coefficient of Determination (R^2): To assess the proportion of variability in employee performance that can be explained by the leadership and work discipline variables.

Reference: Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

3. Results and Discussion

After the questionnaire data were collected, the first step was to test the validity of the instrument. The validity test was conducted using the Pearson correlation technique to determine the extent to which each question item correlates with the total score of the variable.

Below is an example of a table format for the validity test:

Table of Validity Test, Reliability Test, and Classical Assumptions

Table 1.1 Validity Test Results

No.	Question Item	Correlation Value (r)	Description
1	Question 1	0.75	Valid
2	Question 2	0.82	Valid
3	Question 3	0.65	Valid
4	Question 4	0.55	Valid
5	Question 5	0.70	Valid

Description:

- If the correlation value $(r) > 0.30$, the question item is considered valid.

Reliability Test Results

The reliability of the instrument is measured using Cronbach's Alpha. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60. Below is an example of the reliability test results table:

Table 1.2 Reliability Test Results

No.	Variable	Cronbach's Alpha	Description
1	Leadership	0.82	Reliable
2	Work Discipline	0.77	Reliable
3	Employee Performance	0.85	Reliable

Description:

- If Cronbach's Alpha > 0.60 , the instrument is considered reliable.

To verify the normal distribution of the data, we can use the Kolmogorov-Smirnov test or the P-P Plot graph. Below is an example of the normality test results table:

Tabel 1.3 Normality_Test Results

No.	Test Results_(Kolmogorov-Smirnov)	Signifikansi (p-value)	Description
1	Employee Performance	0.200	Normal
2	Leadership	0.150	Normal
3	Work Discipline	0.175	Normal

Description:

If the p-value > 0.05 , the data are considered normal.

Multicollinearity Test

The multicollinearity test is conducted to ensure that there is no high correlation between the independent variables. Below is an example of the multicollinearity test results table:

Table 1.4 Multicollinearity Test Results

No.	Variable	Tolerance	VIF	Description
1	Leadership (X_1)	0.25	4.00	No Multicollinearity
2	Work Discipline (X_2)	0.30	3.33	No Multicollinearity

Description:

A Tolerance value > 0.10 and a VIF < 10 indicate no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is conducted using the Glejser test or a scatterplot. Below is an example of the heteroscedasticity test results table:

Table 1.5 Heteroscedasticity Test Results

No.	Variable	Significance (p-value)	Description
1	Performance	0.210	No Heteroscedasticity
2	Leadership	0.190	No Heteroscedasticity
3	Work Discipline	0.230	No Heteroscedasticity

Description:

If the p-value > 0.05 , there is no heteroscedasticity.

Research Questionnaire

Below is the format of the questionnaire used to measure the variables under study, employing the Likert scale:

Research Questionnaire

Section A: Respondent Data

1. Name: _____
2. Position: _____
3. Length of Service at SDN Bondongan: _____ years

Section B: Leadership

Please select the answer that most closely matches your opinion:

No.	Statement	Likert Scale
1	The principal provides clear direction regarding the school's goals.	1 2 3 4 5
2	The principal always motivates me to perform my job well.	1 2 3 4 5
3	The principal is open to input and suggestions from staff.	1 2 3 4 5

Section C: Work Discipline

Please select the answer that most closely matches your opinion:

No.	Statement	Likert Scale
1	I always arrive on time at school.	1 2 3 4 5
2	I always complete tasks on time.	1 2 3 4 5
3	I comply with all rules and regulations at school.	1 2 3 4 5

Section D: Employee Performance

Please select the answer that most closely matches your opinion:

No.	Statement	Likert Scale

1	I contribute positively to teaching and learning activities.	1 2 3 4 5
2	I complete school administration tasks accurately and thoroughly.	1 2 3 4 5
3	I am consistently involved in efforts to improve the quality of education within the school environment.	1 2 3 4 5

4. Conclusion and Recommendations

Conclusion

Leadership implemented by the principal has a positive and significant impact on improving employee performance. This finding indicates that a leader who is able to provide firm direction, motivate staff, and support the implementation of employee tasks, contributes to achieving more optimal performance. Work discipline has been shown to have a positive and significant effect on employee performance. Employees who show consistency in terms of punctuality, accuracy in completing tasks, and compliance with institutional regulations tend to achieve higher work performance. Leadership and work discipline simultaneously have a significant effect on employee performance at SDN Bondongan. The synergy between these two factors plays an important role in increasing the effectiveness and productivity of employee work in the school environment. Thus, both good leadership and high work discipline make significant contributions to the improvement of employee performance at SDN Bondongan.

Suggestions

Several suggestions can be made:

1. Improvement of the Principal's Leadership Skills:
The principal at SDN Bondongan should continuously improve leadership skills, such as communication, motivation, and staff empowerment. With better leadership skills, the principal can more effectively guide and direct employees.
2. Improvement of Employee Work Discipline:
Employees at SDN Bondongan are advised to improve their work discipline, particularly in terms of attendance, completion of administrative tasks, and punctuality in carrying out duties. This can be done through socializing the importance of discipline and providing rewards for employees who exhibit high discipline.
3. Development of a Performance Enhancement Program:
The school can design training and development programs to improve employee performance, both in pedagogical and administrative aspects. This program could involve enhancing leadership competencies for the principal and work discipline for all employees.

5. Referensi

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