Factors of leadership, competence, and work discipline play a significant role in employee productivity: Study at Sumenep City District Office

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Abstract

The purpose of this study was to analyze the influence of leadership, competence, and work discipline on employee work productivity at the Sumenep City Sub-District Office. The study employed a quantitative approach with a causal method. The population consisted of all 26 employees of the Sumenep City Sub-District Office, all of whom were included as research subjects. Data collection was conducted through validated and reliable questionnaires. Data analysis techniques included F-test, t-test, coefficient of determination (R^2), and multiple linear regression using SPSS version 20 software. The results of the study indicated that leadership and work discipline significantly and positively influence employee work productivity. Specifically, leadership had a t-value of 1.496, work discipline had a t-value of 2.957, while competence showed a negative influence with a t-value of -2.598. Simultaneously, leadership, competence, and work discipline collectively had a significant influence on work productivity with an F-value of 17.628. The coefficient of determination showed that 70.6% of the variation in work productivity could be explained by these three independent variables. Therefore, to enhance employee work productivity at the Sumenep City Sub-District Office, improvements in leadership and work discipline are crucial. As for competence, adjustments and enhancements that are more relevant to organizational needs are necessary.

Keywords: Leadership, Competence, Work Discipline, Work Productivity, Sumenep City, District Office

Introduction

Human resources or employees are critical assets in an organization and must be treated well to achieve the organization's goals. This demands that organizations continually strive to treat employees wisely and effectively to enhance their productivity.

Employee productivity in completing tasks and responsibilities varies depending on their knowledge and abilities, ranging from high to low. Leadership plays a pivotal role in an organization in achieving its goals. Effective leadership is expected to provide solutions to problems faced by managers in executing tasks, running the organization, and making decisions. Conversely, employees or subordinates may feel demotivated in carrying out their tasks and responsibilities without the role of a leader.

In an organization, leadership is an essential need that must be met. Appropriate and good leadership will have a positive impact on the organization in enhancing optimal employee productivity. Every employee must possess competencies that contribute strategically to the organization, assisting leaders in running the organization. The organization must consistently pay attention to fulfilling the competencies of each employee. Competency fulfillment varies among employees due to differing abilities. Organizations can use competence as one of the criteria in evaluating employee performance.

Incompetent employees, whose skills do not align with organizational needs, will result in productivity issues, hindering effective and optimal performance. Employee productivity in an organization also requires discipline and responsibility in performing tasks. Employee discipline in carrying out daily tasks reflects the quality level of employees within the organization. The level of discipline is expected to enhance organizational performance, as higher discipline levels correlate with higher employee performance achievements. Without employee discipline, organizations will struggle to achieve their set goals.

The role of human resources in an organization is vital, highlighting the importance of improving discipline to boost organizational productivity. Organizational leaders can use work discipline as a communication tool with subordinates to change employee behavior, aiming to increase employee awareness of organizational rules and regulations.

The relationship between leadership and employee motivation is crucial. Employees often look to their leaders for guidance, support, and inspiration. Effective leaders can foster a positive work environment where employees feel valued and motivated to perform at their best. This relationship is particularly important in public sector organizations, like the District Office of Sumenep City, where bureaucratic processes can sometimes dampen employee enthusiasm. (Tini & Alfiyah, 2024)

Moreover, the ever-evolving work environment requires continuous learning and adaptation. Competence in this context goes beyond formal qualifications; it includes the ability to adapt to new technologies, changing policies, and diverse workplace dynamics. Organizations should invest in regular training and development programs to ensure that employees remain competent and confident in their roles.

Work discipline is not merely about adherence to rules but also about cultivating a culture of responsibility and accountability. When employees understand the importance of discipline in achieving organizational goals, they are more likely to adopt disciplined behavior as part of their work ethic. This cultural shift can lead to sustained improvements in productivity and overall organizational performance.

The interplay between leadership, competence, and discipline is complex but essential for enhancing employee productivity. Effective leadership sets the tone for the organization, encouraging a culture of continuous improvement and high performance. Competence ensures that employees have the necessary skills and knowledge to meet their job demands, while discipline ensures that these competencies are applied consistently and effectively.

Investing in these areas can have a significant return on investment. Enhanced productivity leads to better service delivery, higher employee satisfaction, and a stronger organizational reputation. For the District Office of Sumenep City, these improvements can translate into more efficient public service, better community relations, and overall organizational success.

Literature Review

Leadership

Leadership is the process by which a leader directs, guides, and influences the behavior of others to achieve specific objectives under certain conditions. It also involves the ability of a leader to persuade subordinates to work with enthusiasm and confidence (Tiris Sudrartono, 2021). The style of leadership can be seen as a combination of various characteristics that a leader uses to communicate with subordinates, relating to the leader's traits and behaviors (Purwanto et al., 2020). Syamsudding (2022) further explains that leadership is a pattern associated with managerial behavior, designed to integrate company or personal objectives and efforts to achieve specific goals.

According to Harris et al. (2007), modern leadership styles are divided into five types, with three key styles highlighted by the researcher:

1. Transformational Leadership
2. Charismatic Leadership
3. Transactional Leadership

Competence

Research by Abubakar (2018) defines competence as the ability of employees to perform tasks and responsibilities assigned by the organization or company, in line with their skills and knowledge. Competence is thus understood as professional actions based on expertise and knowledge in a specific field considered crucial. Pramularso (2018) also notes that competence is vital in a company, whether public or private, to meet organizational needs, adapt to rapid changes, handle complex developments, and address uncertainties of the future.

Muhammad Dzulkifli (2013) states that competence combines skills, knowledge, creativity, and a positive attitude in employees to complete and face tasks and responsibilities. Competence manifests in one's character, evidenced by consistently improving performance compared to others. Based on these opinions, it can be concluded that competence is an individual's ability to perform work based on their knowledge, skills, creativity, and experience, resulting in the expected performance.

Work Discipline

Work discipline refers to employees' adherence to established rules, whether written or unwritten, set by the company. Essentially, work discipline is always expected as a characteristic of individuals in an organization, as it ensures the company operates smoothly, particularly in achieving its goals (Desthiani, 2018). Giyarto (2018) also asserts that work discipline serves as a communication tool between superiors and subordinates to voluntarily change employee behavior, thereby increasing their self-awareness in adhering to company regulations.

Sutrisno (2013) describes employee work discipline as an effort to cover gaps in performing tasks and responsibilities. Thus, employee discipline is seen as an effort to improve oneself in terms of attitudes, behaviors, and responsibilities, striving to work harder and adopt a cooperative attitude to enhance performance and productivity. From various perspectives, it can be concluded that work discipline is a behavior, attitude, and action in accordance with established rules and norms, written or unwritten, with sanctions for violations.

Work Productivity

Productivity is the measure of success viewed from the output perspective, considering both output and input sides. Productivity relates to the efficiency of using inputs to produce outputs. Ubaid et al. (2017) define productivity as a relative measure or an assessment of production capacity, combining production and activities to evaluate how well human resources are utilized to achieve desired results. Rosa et al. (2012) suggest several ways to increase work productivity:

1. Enhancing operations by improving research and development, allowing the company to generate new ideas and better operational methods.
2. Increasing employee involvement by boosting commitment and work enthusiasm among employees.

Research Method

This research is a causality study with a quantitative approach. Causality research is a research design organized to investigate the possible cause-and-effect relationships between variables (Sekaran, 2011).

The research location is the office of the City District of Sumenep, located at Jl. KH. Agussalim No. 25, Pamolokan, Sumenep. The population in this research consists of 26 employees working at the City District Office of Sumenep. Since the population is fewer than

30 people, all employees will be used as the research sample. The data analysis techniques used in this research include the F-test, t-test, determination coefficient (R^2), and multiple linear regression. (Sjaifurrachman & Fithry, 2024)

Result/Findings

Data Quality Tests

1. **Validity Test** The validity test is conducted to measure whether the questionnaire data used is valid or not using SPSS. In this validity test, both the table r-value and the calculated r-value use correlation to validate the data. Data is considered valid if the calculated r-value is greater than the table r-value. In this research, the validity test uses the product moment correlation technique, where a statement item is considered valid if the calculated r-value is greater than the table r-value. With a sample size of 26, the table r-value is 0.3297. The results of the validity test indicate that the calculated r-value is greater than the table r-value.

2. **Reliability Test** The reliability test aims to measure how dependable and consistent the information provided by respondents is. Information is considered reliable if the Cronbach's alpha value is greater than 0.60. In this research, the reliability test is conducted using questionnaire distribution. The results show a Cronbach's alpha value of 0.788, which is greater than 0.60. Therefore, the data can be considered reliable.

Research Results Classical Assumption Tests

1. **Normality Test** The normality test is used to assess whether the data for each variable in this research is normally distributed. Normality testing in this research is conducted by examining the output of the normality test in SPSS. The data is considered normally distributed if the asymptotic significance (2-tailed) value is greater than 0.05. The normality test results are shown below:

Table 1 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		26
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	.83861940
Most Extreme Differences	Absolute	.183
	Positive	.106
	Negative	-.183
Kolmogorov-Smirnov Z		.933
Asymp. Sig. (2-tailed)		.349

a. Test distribution is Normal.

b. Calculated from data.

Source: Data processed using SPSS version 20

The asymptotic significance (2-tailed) value is 0.000 (<0.05), indicating that the data is not normally distributed. If the data is not normal, outlier analysis can be conducted. According to Imam Ghozali (2013), an outlier is a case or data point that has unique characteristics and appears very different from other observations, appearing in extreme forms for a single variable or a combination of variables.

Outliers are detected using casewise diagnostics during the regression process. The sample numbers appearing in the casewise diagnostics are the data points causing the data to be non-normal. After removing one outlier, the normality test results show an asymptotic significance (2-tailed) value of 0.349 (> 0.05), indicating that the dependent and independent variables are normally distributed, as the P-value obtained is greater than 0.05.

2. **Multicollinearity Test** The multicollinearity test is often used in quantitative research with SPSS to determine the presence or absence of multicollinearity.

Table 2. Multicollinearity Test Results

Coefficients[a]

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.089	1.971		2.582	.017		
	Leadership	.122	.082	.319	1.496	.149	.294	3.404
	Competence	-.332	.128	-.376	-2.598	.016	.639	1.566
	Work Discipline	.623	.211	.707	2.957	.007	.234	4.276

a. Dependent Variable: Work productivity

Source: Data processed using SPSS version 26

In Table 2, the multicollinearity test results show that the tolerance values are less than the VIF values of 1.304, indicating no multicollinearity.

3. **Heteroscedasticity Test** The heteroscedasticity test aims to determine whether heteroscedasticity occurs by examining the significance values of the independent variables. If the significance value of the independent variables is greater than 0.05, there is no heteroscedasticity problem. If the significance value is less than 0.05, there is a heteroscedasticity problem.

Table 3. Heteroscedasticity Test Results
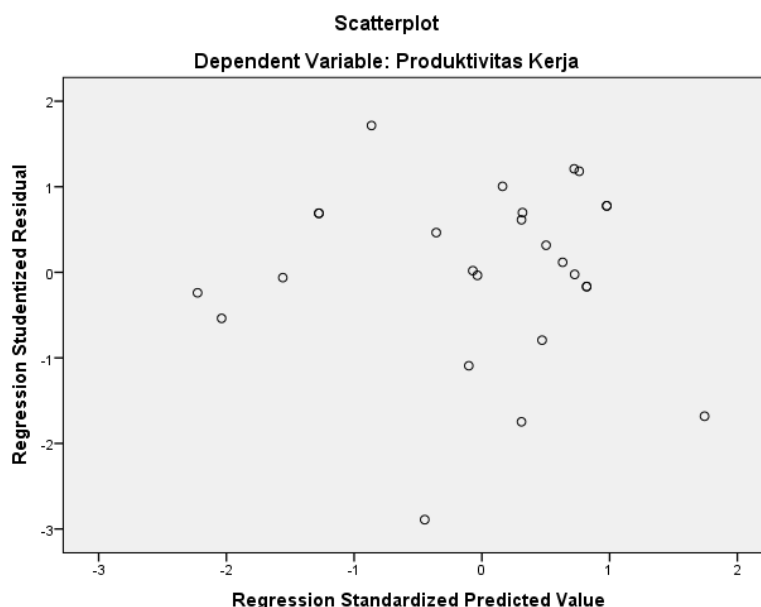
Source: Data processed using SPSS version 20

The results in Table 3 indicate that the heteroscedasticity test using a scatterplot shows that the points are perfectly dispersed, indicating no heteroscedasticity symptoms.

4. **Autocorrelation Test** The autocorrelation test aims to determine whether there is a correlation between independent variables and the dependent variable, with no autocorrelation symptoms.

Table 4. Autocorrelation Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840[a]	.706	.666	.89397

a. Predictors: (Constant), Work Discipline, Competence, Leadership
b. Dependent Variable: Produktivitas Kerja

Source: Data processed using SPSS version 26

Based on Table 4, there are no autocorrelation symptoms.

Multiple Linear Regression Equation

1. **t-Test** The t-test is used to decide whether there is a significant relationship between independent variables and the dependent variable at a significance level of 0.05. If the probability value is greater than 0.05, H0 is accepted, and H1 is rejected, indicating no significant influence on the dependent variable. Conversely, if the probability value is less than 0.05, H1 is accepted, and H0 is rejected, indicating a significant influence on the dependent variable. The results of the t-test are as follows:

Table 5. Coefficientsa

Coefficients[a]

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a. Dependent Variable: Work productivity

Source: Data processed using SPSS version 26

a. For the variable X1 (Leadership), the calculated t-value is 1.496 > 2.022, indicating that leadership (X1) has an influence on work productivity (Y). b. For the variable X2 (Competence), the calculated t-value is negative, so the result is t-value < t-table (-2.598 < 2.022), indicating no significant influence on work productivity. c. For the variable X3 (Work Discipline), the calculated t-value is 2.957 > 2.022, indicating that work discipline (X3) has an influence on work productivity (Y).

2. F-Test

Table 6. ANOVAa

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	58,369	2	29,185	51,487	,000[b]
	Residual	22,107	39	,567		
	Total	80,476	41			
a. Dependent Variable: T_Y						
b. Predictors: (Constant), T_X2, T_X1						

ANOVA[a]						
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a. Dependent Variable: T_Y						
b. Predictors: (Constant), T_X2, T_X1						

Source: Data processed using SPSS version 26

For the F-test, the calculated F-value is greater than the table F-value (F calculated = 17.628). It can be concluded that there is a simultaneous influence.

Discussion

The Influence of Leadership on Work Productivity

The analysis results indicate that leadership significantly influences employee work productivity. This is evidenced by the t-test results showing a calculated t-value of 1.496, which is greater than the table t-value (2.022). Therefore, it can be concluded that leadership has a positive impact on employee work productivity.

Effective leadership creates a conducive work environment and motivates employees to work more optimally. Leaders who can provide guidance, direction, and positively influence employee behavior will enhance work enthusiasm and employee engagement in achieving organizational goals. This is consistent with the theory proposed by Tiris Sudrartono (2021), stating that leadership is the process of influencing employee behavior to achieve specific goals.

The Influence of Competence on Work Productivity

The research results indicate that competence does not have a significant influence on employee work productivity, with a calculated t-value of -2.598, which is smaller than the table t-value (2.022). Although employee competence is considered important in theory, this research shows that improving competence alone is not sufficient to enhance work productivity.

This could be due to various factors, such as the inadequate application of competence in daily tasks or the presence of other variables that more dominantly affect employee work productivity. Additionally, even if employees have adequate skills and knowledge, without high motivation and discipline, work productivity will not be optimal. This aligns with the views of Muhammad Dzulkifli (2013), stating that competence is a combination of skills, knowledge, creativity, and a positive attitude in completing tasks and responsibilities.

The Influence of Work Discipline on Work Productivity

Work discipline is proven to have a significant influence on employee work productivity, with a calculated t-value of 2.957, which is greater than the table t-value (2.022). High work discipline reflects employees' commitment to complying with regulations and performing tasks responsibly, thereby enhancing work productivity.

Good work discipline ensures that employees work according to established procedures and schedules, reducing errors and improving work efficiency. This is consistent with the theories proposed by Desthiani (2018) and Giyarto (2018), stating that work discipline is employees' adherence to existing rules, directly impacting operational smoothness and organizational goal achievement.

Simultaneous Analysis (F-test)

The F-test results show that simultaneously, leadership, competence, and work discipline significantly influence employee work productivity. This is indicated by the calculated F-value

of 17.628, which is greater than the table F-value. Therefore, it can be concluded that these three independent variables collectively influence employee work productivity.

This research indicates that to enhance employee work productivity, the Sumenep City Sub-District Office needs to focus on developing effective leadership and improving employee work discipline. Although individual competence does not have a significant partial influence, competence development remains crucial as the foundation for long-term human resource quality improvement.

Conclusion

Based on the research findings, it can be concluded that leadership and work discipline significantly influence employee work productivity at the Sumenep City Sub-District Office. Meanwhile, employee competence does not show a significant partial influence on work productivity. However, simultaneously, all three variables significantly impact work productivity. Therefore, in efforts to enhance work productivity, the office should focus on developing effective leadership and improving employee work discipline.

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