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The Influence of Leadership and Work Discipline on Job Satisfaction of Employees at the Secretariat of the Regional House of Representatives (DPRD) of Makassar City

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Abstract

This study aims to determine the influence of leadership and work discipline on the job satisfaction of employees at the Secretariat of the Regional House of Representatives (DPRD) of Makassar City. The research adopts a quantitative approach with an associative design. The population consists of all civil servant employees (ASN) at the Secretariat, with a total sample of 75 respondents selected using a saturated sampling technique. Data were collected using questionnaires and analyzed through multiple linear regression with the help of SPSS version 26. The results show that leadership has a positive and significant effect on job satisfaction, while work discipline has a negative and significant effect on job satisfaction. Simultaneously, both leadership and work discipline have a significant influence on job satisfaction. Although the partial effects differ in direction (positive for leadership and negative for work discipline), together they significantly contribute to shaping the level of employee job satisfaction.

Keywords: Leadership, Work Discipline, Job Satisfaction.

1. Introduction

Job satisfaction is one of the main objectives in human resource management, as it affects performance and productivity. Job satisfaction can be defined as employees' feelings about how enjoyable or not their work is, as this satisfaction is achieved when the job and individual characteristics support each other. High job satisfaction can help create a positive work environment, boost work morale, and reduce the potential for employee turnover. Conversely, the emergence of job dissatisfaction will result in internal problems within the organization.

According to Iswara & Kustini (2021:629), job satisfaction is defined as one of the main ways to manage organizational talent that can create a sense of satisfaction for its employees. Job satisfaction is personal and highly dependent on the individual's desires. The higher the level of satisfaction, the closer the relationship with the applied value system. If an individual has a high performance rating, they will feel more satisfied with the activities they engage in.

Therefore, job satisfaction can be defined as a measure of a person's feelings, whether they feel prosperous or not, and whether they are satisfied or dissatisfied with the existing conditions. Employees who are satisfied with what the organization provides tend to show performance that exceeds expectations and continuously strive to improve their work results. On the contrary, if the level of job satisfaction is low, employees will find their work boring and carry it out reluctantly and without seriousness. Therefore, job satisfaction becomes a crucial factor in achieving optimal work results.

Although job satisfaction plays an important role, many organizations or government agencies still do not meet the expectations of their employees. This is certainly related to how a leader or secretary addresses issues that arise within an organization, especially among employees and the problems stemming from differing perceptions between employees and between employees and the leader. To achieve this, organizations need to pay attention to various factors that influence job satisfaction, such as leadership and the work discipline that is implemented.

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Leadership plays an important role in providing direction and support to employees in facing tasks and being able to quickly adapt to changes in the work environment. An effective leader or secretary is able to influence and engage an employee in performance improvement and spread a positive spirit. Leaders are also a key factor in the progress of an organization, where the success or failure of a company heavily depends on the quality of leadership being executed. According to Gita & Abdul (2022:31), employees tend to feel satisfied with their jobs when led by someone who can show empathy to all staff, communicate the mission in an engaging way, possess high self-confidence, enhance the organization's image, believe in their own abilities, and provide opportunities for success for all employees.

According to Pratama et al. (2022:24), the importance of leadership skills as a superior in influencing and motivating employees is a primary function for employees to achieve job satisfaction. In this context, job satisfaction is a subjective feeling that arises within employees in every organization or institution based on their assessment of working conditions and goals that connect the interests of the institution with those of the employees. The presence of job satisfaction can create an increasingly positive atmosphere, making employees more enthusiastic about their work.

Based on previous research conducted by Pratama et al. (2022) and Hayuningsih et al. (2021), it shows that leadership has a positive and significant impact on employee job satisfaction. The results of these studies indicate a positive relationship between the influence of leadership and job satisfaction. However, this differs from the findings of the study by Mauryta Angkasa Putri et al. (2024), which states that leadership has a negative impact and no significant effect on job satisfaction.

Work discipline is also one of the factors that influence job satisfaction because work discipline strives to address errors caused by lack of attention, inability, and tardiness. The implementation of good work discipline also reflects the level of responsibility of employees towards the tasks assigned to them. The application of work discipline from the employees' perspective is based on responsibility or orderliness during the execution of their work, while from the organizational side, emphasizing employee work discipline needs to be carefully considered to ensure employee job satisfaction is achieved. Therefore, employees who exhibit the characteristics of satisfied workers are not under pressure to perform their jobs, have high motivation to work, and are more pleased with their tasks.

In the research conducted by Hasyim et al. (2022) and Mulyadi & Yusuf (2022), it was shown that work discipline can positively and significantly affect employee job satisfaction. From these studies, it has been proven that there is an influence of work discipline on employee job satisfaction. However, research by Mustika & Oktavianti (2021) states that work discipline shows a negative and insignificant influence on employee job satisfaction. These differing findings indicate a research gap regarding the influence of work discipline on employee job satisfaction, especially in the context of government agencies. This emphasizes the importance of conducting further research to clarify the influence of leadership and work discipline on job satisfaction, especially in specific work environments such as the Makassar City DPRD Secretariat.

The Makassar City DPRD Secretariat has an organizational structure that supports the duties and functions of the DPRD. This structure is led by a DPRD Secretary who is assisted by several divisions, namely the General Affairs Division, the Meeting Division, the Finance Division, and the Public Relations and Protocol Division. Each of these divisions has sub-divisions or functional groups with specific tasks and functions to support the DPRD's operations. The DPRD Secretariat provides facilities, budget, and expert personnel to ensure the smooth execution of the faction's duties according to needs and considering the APBD's capabilities.

Based on direct observations made by the researcher during a 3-month internship at the Makassar City DPRD Secretariat, several indications of employee job dissatisfaction were found. The observations at the Makassar City DPRD Secretariat indicated a leadership phenomenon where the existing leadership tends to make decisions with less involvement of input and opinions from other employees. Moreover, in decision-making by the secretary/head of department, decisions are made without considering the situation and conditions of the employees first, resulting in employee dissatisfaction with the decisions taken. In addition, internal conflicts among employees were found due to ineffective communication in the distribution of tasks and responsibilities in each section, which were not handled well. Such matters lead to a decrease in employee job satisfaction, which inevitably affects their work.

In addition to leadership aspects, employee dissatisfaction can also be reflected in the level of work discipline. The implementation of overly strict work discipline can cause stress for employees, but on the other hand, firm

discipline can also serve as a motivator, especially for employees who tend to lack enthusiasm without clear rules. Such conditions often occur and can directly or indirectly affect behavior in the workplace. At the Makassar City DPRD Secretariat, a low level of discipline is evident, as demonstrated by a high absenteeism rate, tardiness when starting work, and leaving early before the designated working hours. The results of the observations and information obtained, especially during the internship, revealed that several employees in each department were absent from work without clear reasons. The Secretariat of the Makassar City DPRD emphasizes the sanctions imposed on employees who are undisciplined and frequently late, as stated in Government Regulation Number 53 of 2010, which defines the discipline of Civil Servants as the ability to comply with obligations and avoid prohibitions specified in legislation and/or official regulations, which, if not adhered to or violated, will result in disciplinary punishment. This ultimately leads to issues with job satisfaction in the context of ASN employees.

There is an interesting phenomenon that shows a drastic change in attendance patterns. In October, the absenteeism rate was relatively low, at only 5.16 percent, and there were no cases of unexcused absences (TK). However, entering November, the number of TK absences surged to a total of 207, with an overall absenteeism rate of 44.31 percent. This trend continued into December, where, despite a slight decrease in the number of TK absences to 144, the absenteeism rate actually increased to 50.53 percent. Employee attendance is one of the important indicators in assessing discipline and job satisfaction levels in an organization, especially within the scope of government agencies. Consistent and stable attendance data reflects employee engagement in their work, while high absenteeism, especially when it occurs without clear explanation (TK), can be a sign of emerging job dissatisfaction.

2. Research Methods

In this study, the author uses associative quantitative research. Quantitative research, according to Sugiyono (2013:8), is a research method based on positivist philosophy that studies a specific population or sample using research instruments, analyzes data quantitatively or statistically, and aims to test the established hypothesis. As for associative research, it is directed to understand the relationship between two or more variables (Kurniawan & Puspitaningtyas, 2016:16). In this study, the aim is to determine the influence of leadership and work discipline on employee job satisfaction at the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City.

Population is a generalization area consisting of an object or subject that has certain qualities and characteristics determined by the researcher to be studied and then concluded Sugiyono (2013:80). The population in this study consists of ASN employees at the Secretariat Office of the Makassar City DPRD, totaling 75 people. Meanwhile, the sample is a part of the number and characteristics possessed by the existing population. The sampling technique used in this study is saturated sampling, where all members of the population are used as the sample, namely all ASN employees at the Secretariat Office of the Makassar City DPRD, totaling 75 people.

1. Descriptive Statistics

Descriptive statistics is a statistical method used to analyze and present data as it is, without the aim of drawing general conclusions or making generalizations. If the research is conducted on the entire population (without sampling), then the analysis used is descriptive statistics. However, if the research only involves a sample, then the analysis can use both descriptive statistics and inferential statistics. Descriptive statistics are used when the researcher only wants to describe the condition of the data from the sample being studied. Meanwhile, if the researcher wants to draw conclusions that can be generalized to the population, the analysis used is inferential statistics.

Descriptive statistics are used to describe or characterize each research variable, namely leadership (X_1), work discipline (X_2), and job satisfaction (Y). This analysis is conducted by calculating the mean, standard deviation, minimum and maximum values of the scores for each indicator item measured through a Likert scale questionnaire.

2. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the linear influence or relationship between two or more independent variables and one dependent variable. The form of the multiple linear regression equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Explanation:

Y = Job satisfaction

a = Constant

b1 = Regression coefficient of variable X1

b2 = Regression coefficient of variable X2

X1 = Leadership

X2 = Work discipline

3. Classical Assumption Test

The classical assumption test aims to determine whether the regression model used is a good model. In this study, the author uses several types of classical assumption tests, namely:

a. Normality Test

The normality test is conducted to ensure whether the data in the regression model has a normal distribution, both in the independent and dependent variables. The methods used include graphical analysis and statistical tests. Graphical analysis involves examining histograms and normal probability plots. Data is considered to meet the normality assumption if the histogram shows a normal distribution pattern and the data on the normal probability plot spreads around the diagonal line and follows its direction. This graphical approach provides an initial visual representation of the data distribution.

Besides using graphical analysis to test normality. One of the statistical tests that can be used is the One Sample Kolmogorov-Smirnov test. The basic principle in assessing the results of the normality test with the Kolmogorov-Smirnov test is that if the significance value is greater than 0.05, then the data tested in the study is considered normal.

b. Multicollinearity Test

The multicollinearity test aims to examine whether there is a strong correlation among independent variables in the regression model. A good regression model should not have correlation among the independent variables.

This test is conducted by examining the Variance Inflation Factor (VIF) value and the Tolerance value. In its interpretation, if the VIF value is greater than 10 and the Tolerance value is less than 0.10, this indicates that there is a correlation among the independent variables in the regression model. Conversely, if the VIF value is less than 10 and the Tolerance value is greater than 0.10, it can be concluded that there is no correlation among the independent variables in the regression model as analyzed by Ghozali (2018:106).

c. Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is a difference in variance of the residuals from one observation to another in the regression model. If the variance of the residuals from one observation to another remains constant, it is called homoscedasticity, and if it differs, it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not exhibit heteroscedasticity Ghozali (2018:137).

To detect the presence or absence of heteroscedasticity, this study conducted the Glejser Test by regressing the independent variable with the absolute value of its residuals. The decision-making criterion is that if the significance value between the independent variable and the absolute residual shows a number greater than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model.

4. Hypothesis Testing

a. Partial Test (T Test)

The t-test essentially shows the extent of the influence of an independent variable individually in explaining the dependent variable (Ghozali, 2018:98). The criteria and procedures for conducting the t-test are as follows:

1) Determining the hypothesis

H0 = The independent variable partially does not affect the dependent variable.

H1 = The independent variable partially affects the dependent variable.

2) Testing by comparing the calculated t-value with the table t-value with the following criteria:

- a) If the calculated t-value < table t-value, then the independent variable partially does not affect the dependent variable (H0 is accepted and H1 is rejected).
- b) If the calculated t-value > table t-value, then the independent variable partially affects the dependent variable (H0 is rejected and H1 is accepted).

3) Looking at the significance level ($\alpha = 5\%$ or 0.05)

- a) If Sig. > 0.05, it is stated that there is no effect between the independent variable and the dependent variable (H0 is accepted and H1 is rejected).
- b) If Sig. < 0.05, it is stated that there is an effect between the independent variable and the dependent variable (H0 is rejected and H1 is accepted).

b. Simultaneous Test (F Test)

The F Test is used to prove whether the independent variables collectively (simultaneously) have an effect on the dependent variable. Here are some methods for conducting the F test as follows:

1) Testing by comparing the calculated F value with the table F value with the following criteria:

- a) If the calculated F value < table F value, then the independent variables simultaneously do not affect the dependent variable (H0 is accepted and H1 is rejected).
- b) If the calculated F value > table F value, then the independent variables simultaneously affect the dependent variable (H0 is rejected and H1 is accepted).

2) Looking at the significance level ($\alpha = 5\%$ or 0.05)

- a) If Sig. > 0.05, it is stated that there is no simultaneous effect of the independent variable on the dependent variable (H0 is accepted and H1 is rejected).
- b) If Sig. < 0.05, it is stated that there is a simultaneous effect of the independent variable on the dependent variable (H0 is rejected and H1 is accepted).

c) Coefficient of Determination (R²)

The coefficient of determination (R²) is essentially used to measure the ability of independent variables to explain the dependent variable.

The coefficient of determination value lies between zero and one. If the R² value is small or close to zero, it means that the independent variable has very limited ability to explain the dependent variable. Conversely, if the R² value is close to one, the independent variable is able to provide almost all the information needed to predict changes in the dependent variable (Ghozali, 2018:179).

3. Results and Discussions

1. The Influence of Leadership on Job Satisfaction of Employees at the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City.

Partial test results show that leadership has a positive and significant influence on job satisfaction. This means that the higher the positive perception of leadership quality, the higher the level of job satisfaction among employees will be.

The strength of this influence is in line with the job satisfaction indicators that received high scores from respondents' responses. For example, the supervisory indicator such as "I am satisfied with the supervision provided by the leadership" received a high score of 299, indicating that the attention, direction, and support from the leadership directly create a comfortable work environment.

This is reinforced by Herzberg's theory, which states that the emergence of positive attitudes or job satisfaction is called a motivator. In this context, it is categorized that leadership characterized by communication and providing appreciative support is included in the motivational factors that enhance job satisfaction. These results support the research by Pratama et al. (2022) and Gita & Abdul (2022), which show that leadership has a positive and significant impact on job satisfaction, especially when the applied leadership style is humanistic and involves employees in the organizational process.

2. The Influence of Work Discipline on Job Satisfaction of Employees at the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City.

Partial test results show that the work discipline variable has a negative and significant effect on job satisfaction. This means that the higher the application of work discipline perceived by employees, the lower the level of job satisfaction tends to be.

Based on the respondents' responses to the statement "I do not feel burdened in completing work targets," it received a score of 297, which is the lowest score in this subvariable. This reflects that although employees are disciplined in meeting work targets, they also feel that the targets set for completing their work are considered too high.

The results above indicate that the implementation of overly strict or formal work discipline affects the job satisfaction of employees at the Makassar City DPRD Secretariat, which can decrease. This is in line with the research by Mustika & Oktavianti (2021) which found that work discipline negatively affects job satisfaction, and the findings of Souhoka (2024) which also explain that good work discipline actually has a negative correlation, albeit significant, with job satisfaction. This is due to the fundamental nature of discipline, which emphasizes obedience and order, contrasting with the values of employee satisfaction that tend to desire tranquility and freedom.

3. The Influence of Leadership and Work Discipline on Job Satisfaction of Employees at the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City.

Based on the results of the simultaneous test, it shows that leadership and work discipline simultaneously have a significant effect on the Job Satisfaction of employees at the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City. This is in line with the findings of Yulanda's (2019) research, which shows that both variables are important factors in shaping job satisfaction in organizational environments, both in the private sector and government agencies. Although they have different directions of influence partially, they still make a significant contribution together in shaping the level of employee job satisfaction.

In government organizations such as the Secretariat of the Regional People's Representative Council (DPRD) of Makassar City, fair, communicative, and participative leadership is very important in improving employee job satisfaction. Meanwhile, the implementation of work discipline is also important to maintain order and productivity, but it must be balanced with a flexible approach and consideration of employee welfare to avoid psychological pressure that actually decreases job satisfaction.

4. Conclusion

This research aims to analyze the influence of leadership and work discipline on employee job satisfaction. A total of 75 employees at the Secretariat of the Regional Representative Council (DPRD) of Makassar City served as respondents in this study. Based on the results of the data analysis conducted to test the hypothesis, the following conclusions can be drawn. Leadership has a positive and significant impact on the job satisfaction of employees at the Secretariat of the Regional Representative Council (DPRD) of Makassar City. This means that the higher the quality of leadership perceived by the employees, the higher their job satisfaction will be. Work discipline has a negative and significant impact on the job satisfaction of employees at the Secretariat of the Regional Representative Council (DPRD) of Makassar City. This means that the higher the application of work discipline perceived by the employees, the lower their job satisfaction tends to be. Leadership and Work Discipline simultaneously have a significant impact on the job satisfaction of employees at the Secretariat of the Regional Representative Council (DPRD) of Makassar City. Although the direction of the partial influence differs (positive leadership and negative work discipline), together these two variables significantly contribute to shaping the level of employee job satisfaction.

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