


THE RELATIONSHIP OF LEADERSHIP, DISCIPLINE, SATISFACTION, AND PERFORMANCE: A CASE STUDY OF STEEL MANUFACTURE IN INDONESIA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 21 November 2022</p> <p>Accepted 13 February 2023</p>	<p>Purpose: The aim of this study is to predict the relationship of leadership, discipline, satisfaction, and performance.</p> <p>Theoretical framework: The framework was developed based on the relationship of transactional leadership, transformational leadership, work discipline, job satisfaction, and employee performance.</p>
<p>Keywords:</p> <p>Transactional Leadership; Transformational Leadership; Work Discipline; Job Satisfaction; Job Performance.</p> <div data-bbox="172 1137 480 1384" style="text-align: center;">  </div>	<p>Design/methodology/approach: The study use quantitative approach. Data were collected by distributing questionnaires to 100 respondents. Data were analyzed statistically use smartPLS.</p> <p>Findings: The results indicated that there is a positive direct effect of transactional leadership to job satisfaction and job performance. There is a positive direct effect of transformational leadership to job performance but not to job satisfaction. There is a positive direct effect of work discipline to job satisfaction but not to job performance. Job Satisfaction mediates the positive effect of Transactional Leadership to Job Performance and Work Discipline to Job Performance, but not mediates the positive effect of Transformational Leadership to Job Performance.</p> <p>Research, Practical & Social implications: The study implied to the body of knowledge of job performance and job satisfaction to fill the research gaps. The study also implied to business practitioner in managing job performance through job satisfaction based on leadership and discipline.</p> <p>Originality/value: The value of the study indicate performance and satisfaction are very important and related with leadership and discipline.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i2.1146</p>

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A RELAÇÃO DE LIDERANÇA, DISCIPLINA, SATISFAÇÃO E DESEMPENHO: UM ESTUDO DE CASO DA FABRICAÇÃO DE AÇO NA INDONÉSIA

RESUMO

Objetivo: O objetivo deste estudo é prever a relação de liderança, disciplina, satisfação e desempenho.

Estrutura teórica: A estrutura foi desenvolvida com base na relação de liderança transacional, liderança transformacional, disciplina de trabalho, satisfação no trabalho e desempenho dos funcionários.

Design/metodologia/abordagem: O estudo utiliza uma abordagem quantitativa. Os dados foram coletados por meio da distribuição de questionários a 100 respondentes. Os dados foram analisados estatisticamente usando o smartPLS.

Descobertas: Os resultados indicaram que existe um efeito direto positivo da liderança transacional para a satisfação e desempenho no trabalho. Há um efeito direto positivo da liderança transacional para o desempenho do trabalho, mas não para a satisfação no trabalho. Há um efeito direto positivo da disciplina de trabalho para a satisfação no trabalho, mas não para o desempenho no trabalho. A satisfação no trabalho medeia o efeito positivo da liderança transacional para o desempenho no trabalho e da disciplina de trabalho para o desempenho no trabalho, mas não mede o efeito positivo da liderança transformacional para o desempenho no trabalho.

Pesquisa, implicações práticas e sociais: O estudo implicou para o corpo de conhecimento do desempenho no trabalho e da satisfação no trabalho para preencher as lacunas da pesquisa. O estudo também implicou para o profissional de negócios na gestão do desempenho no trabalho através da satisfação no trabalho com base na liderança e disciplina.

Originalidade/valor: O valor do estudo indica que o desempenho e a satisfação são muito importantes e relacionados com a liderança e a disciplina.

Palavras-chave: Liderança Transacional, Liderança Transformacional, Disciplina de Trabalho, Satisfação no Trabalho, Desempenho no Trabalho.

RELACIÓN ENTRE LIDERAZGO, DISCIPLINA, SATISFACCIÓN Y RENDIMIENTO: ESTUDIO DE UN CASO EN LA INDUSTRIA SIDERÚRGICA DE INDONESIA

RESUMEN

Objetivo: El objetivo de este estudio es predecir la relación entre liderazgo, disciplina, satisfacción y rendimiento.

Marco teórico: El marco se elaboró a partir de la relación entre el liderazgo transaccional, el liderazgo transformacional, la disciplina laboral, la satisfacción en el trabajo y el rendimiento de los empleados.

Diseño/metodología/enfoque: El estudio utiliza un enfoque cuantitativo. Los datos se recogieron distribuyendo cuestionarios a 100 encuestados. Los datos se analizaron estadísticamente mediante smartPLS.

Hallazgos: Los resultados indicaron que existe un efecto directo positivo del liderazgo transaccional en la satisfacción laboral y el rendimiento. Existe un efecto directo positivo del liderazgo transaccional en el rendimiento laboral, pero no en la satisfacción laboral. Existe un efecto directo positivo de la disciplina en el trabajo sobre la satisfacción laboral, pero no sobre el rendimiento laboral. La satisfacción laboral media el efecto positivo del liderazgo transaccional sobre el rendimiento laboral y de la disciplina laboral sobre el rendimiento laboral, pero no mide el efecto positivo del liderazgo transformacional sobre el rendimiento laboral.

Consecuencias para la investigación, la práctica y la sociedad: El estudio supone para el cuerpo de conocimientos sobre el rendimiento laboral y la satisfacción en el trabajo colmar las lagunas de la investigación. El estudio también implica al profesional de la empresa en la gestión del rendimiento laboral a través de la satisfacción en el trabajo basada en el liderazgo y la disciplina.

Originalidad/valor: El valor del estudio indica que el rendimiento y la satisfacción son muy importantes y están relacionados con el liderazgo y la disciplina.

Palabras clave: Liderazgo Transaccional, Liderazgo Transformacional, Disciplina Laboral, Satisfacción Laboral, Rendimiento Laboral.

INTRODUCTION

The management of human resources is crucial in managing companies. The company realizes that the most crucial resource is human capital in developing the company. One of the

crucial elements in the business is the human resources. For this reason, the management of human resources must be effective in order to improve the efficiency and effectiveness of the organization (Ferawati, 2017; Haryanti, 2017; Saleh, Assery, Sabihaini, & Suryaningsum, 2017).

The company's leadership approach will have an effect on employee job satisfaction. A good impression is job satisfaction regarding the results of work based on an assessment of its qualities. A person who is highly satisfied in their profession feels good about it, whereas someone who is not satisfied with their employment feels negatively (Assery, Tjahjono, Palupi, & Dzakiyullah, 2020; Auerin, Djaelani, & Millaningtyas, 2021; Hidayati, 2014).

There are many ways that companies do in improving the performance of their employees. One of them is by strengthening the leadership factor in the company. Leadership in an enterprise determines the pace of an enterprise. Employee performance in a corporation is significantly influenced by leadership, such as how managers build rapport with staff members, how they recognize and reward excellence, how they develop and empower employees. A successful leader is when that leader can be a driving force for his or her bring (Jufrizen & Lubis, 2020; Pradana, 2013).

Among the leadership styles that can impact a worker's performance is the transactional leadership style (Suyoto & Tannady, 2022; Veiga & Su, 2023). Transactional leadership styles are leaders who instruct or inspire their subordinates who are directed toward the objectives that have been set by carrying out the required roles and tasks. In transactional leadership the leader and members act as bargaining actors in an exchange process involving rewards and punishments. Furthermore, in addition to transactional leadership, there is a transformational leadership style that also has the ability to influence employee performance. A transformational leadership style that further instills moral values and motivation into them in an effort to increase their understanding of moral concerns and move them forward to move the company forward (Lumentut & Dotulong, 2015; Pradana, 2013).

In addition to leadership factors, employee performance improvement can be supported by disciplinary factors at work. Discipline is beneficial for training staff to follow and enforce existing regulations, techniques and guidelines to ensure quality performance. Because so many things can affect discipline, maintaining and enhancing it can be challenging. Sometimes the primary reason for disciplining employees is their ignorance of the rules, procedures, and policies that are in place (Assery, Tjahjono, Sobirin, & Hartono, 2017; Sumarti & Rahardian, 2019).

A more thorough investigation is required, and this problem is highly intriguing to be researched. At the novelty level, it is essential to possess an analysis for examining the effect of leadership, discipline, satisfaction, and performance in Indonesian business context.

The distinctions from earlier research are need to be explored due to problem on managing Job Performance by enforcing antecedents. The main problem is detailed into several research questions: is there a direct effect of transactional leadership on job performance, transformational leadership on job performance, work discipline on job performance, job satisfaction on job performance, transactional leadership on job satisfaction, transformational leadership on job satisfaction, work discipline on job satisfaction?

LITERATURE REVIEW

Job Performance

Performance is the worth of a collection of employee actions that either positively or negatively affect the achievement of company objectives. performance indicators are as follows: Quality, where the final result achieved is in accordance with the provisions of the company. This indicator is measured from the respondent's perception of an employee who works according to employee procedures. Quantity, number of work units according to the targeted. This indicator is measured from the respondent's perception of an employee whose work results are in accordance with the company's target Timeliness, completion of tasks in a timely manner. This indicator is measured from the respondent's perception of an employee who is punctual in the performance of his duties (Robbins & Judge, 2013).

Job Satisfaction

Employment satisfaction is the general attitude a person has toward his or her job. A high level of satisfaction reveals a person's favorable attitude about his employment. On the other hand, somebody feels unsatisfied at work indicates a gloomy outlook on his employment. Job satisfaction as a positive or a person's positive emotional state as a result of the assessment of an experience or work assessment. there are several indicators that affect job satisfaction (Robbins & Judge, 2013), including: a. Compensation payments, remuneration systems and promotion policies that are fair, unambiguous and as expected are likely to result in satisfaction. b. The work itself, which is work that when done gives employees the opportunity to use their abilities and skills. c. Coworkers, coworkers fill the need for social interaction while at work. d. Promotion, when employees are promoted employees generally face demands and skills, abilities and responsibilities. e. Supervision (supervision), the act of supervision is crucial in

management. Employees are immediately affected by supervision, which has an impact on how they carry out their task.

Job performance was positively related to overall job satisfaction including satisfaction with the work itself, supervision, relationships at work, pay, promotion opportunities, and working conditions (Al-Ahmadi, 2009; Rosita, 2017). Changgriawan (2017). Additionally, it was discovered that job happiness had a considerable favorable impact on job performance. Job performance will increase if employees have maximum satisfaction with the work they do (Changgriawan, 2017; Purnama, Tjahjono, Assery, & Dzakiyullah, 2020). From the description above, the hypothesis is: ***Job satisfaction has a positive effect on job performance.***

Transactional Leadership

Transactional leadership of leaders who instruct or inspire their subordinates who are directed by outlining the necessary roles and tasks, toward the objectives established. Transactional leaders are those that motivate or direct their followers toward predetermined goals by outlining the specifics of assigned duties and responsibilities. Transactional leader has the following characteristics: Contingen reward, Contract for the exchanging benefits for work, promising prizes for performance excellence, knowing settlement. Administration by exception, Observing and searching for diviation of rules and standards, performs corrective actions. Administration by exception, Interference is only carried out when the standard is not achieved. Laissez-Faire, Disclaiming responsibility, avoiding making decisions (Robbins & Judge, 2013; Yukl, 2010).

Transactional leadership is a leadership style model by focusing on achieving goals or objectives, but does not seek to develop the responsibility and authority of subordinates for the progress of subordinates. Transactional leadership has a big impact on how well employees perform (Hoxha, 2019; Jufrizen & Lubis, 2020). The research is also supported by the results concluding that performance is affected by transactional leadership (Oktora, Rizan, & Situngkir, 2018; Tri, Al Musadieq, & Sulisty, 2018). From the description above, the hypothesis is ***Transactional leadership has a positive effect on job performance.***

Transactional leadership improves job satisfaction. The results of the study had a notable beneficial impact on staff satisfaction (Aqmarina, Utama, & Prasetya, 2016; Siswanto, Masyhuri, Maksum, & Murdiansyah, 2020). Good leadership in a company will make employees feel comfortable and enthusiastic in doing their duties. From the description above, the hypothesis is ***Transactional leadership has a positive effect on job satisfaction.***

Transformational Leadership

Each follower's requirements for growth and attention are given special attention by transformational leaders, who also help followers see old problems from new angles and can enthuse, energise, and encourage followers to work harder to accomplish group objectives. An effective leader is one who motivates and inspires their team members to achieve great things. Making followers more conscious of the significance of a job's results is one way transformational leaders try to transform and encourage their followers, ask individuals to put the interests of the team ahead of personal interests, change the extent to which subordinates' demands are met or the scope of those needs (Robbins & Judge, 2013; Yukl, 2010).

There was a significant positive effect between transformational leadership on job performance. The results supported by research which concludes that transformational leadership style has a significant positive effect on job performance (Herdiyanti & Assery, 2021; Kharis, 2015). From the description above, the hypothesis is *Transformational Leadership has a positive effect on job performance.*

Although there is no correlation between transformational leadership and overall job happiness, there is a strong and positive correlation with satisfaction with leaders, while transactional leadership has an insignificant relationship with job satisfaction. There was a significant positive effect of transformational leadership on job satisfaction (Judge & Bono, 2000). From the description above, the hypothesis is *Transformational leadership has a positive effect on job satisfaction.*

Work Discipline

Work discipline is a form of education that aims to better and mold an employee's knowledge, attitudes, and behavior so that they voluntarily attempt to work with other employees and get better at their work performance. One of the crucial elements in any organization is discipline, because discipline will affect the performance of employees in the organization. Indicators of work discipline, namely as follows: Always be present on time, this indicator is measured from the respondent's perception of the accuracy of attendance coming to the office Always obey the provisions of working hours or not leaving the office during working hours. Having a high morale, this indicator is measured from the respondent's enthusiasm of the employee as perceived in completing his job responsibilities (Baldwin-Evans, 2006).

There was a significant positive influence between work discipline on employee performance (Ferawati, 2017). From the description above, the hypothesis is *Work discipline has a positive effect on job performance.*

There was a significant positive effect of work discipline on job satisfaction (Lumentut & Dotulong, 2015). There is a significant positive effect of work discipline on job satisfaction (Afianto & Utami, 2017). From the description above, the hypothesis is *Work discipline has a positive effect on job satisfaction.*

MATERIAL AND METHODOLOGY

The methodology used in this study was a predictive quantitative technique by proposing a quantitative predictive model to calculate, analyze, and test all hypotheses related. There are 5 variables in the Research Model. The independent variable is Job Performance (Performance). The Dependent Variables are Transactional Leadership (Transactional), Transformational Leadership (Transform), Work Discipline (Discipline), and Job Satisfaction (Satisfaction) as a mediating variable. Each variable is latent and will be measured through several indicators that reflect of the variable. The scale that will be used is a 5-point Likert scale.

Data collection is using a survey questionnaire which was developed based on a set measure for all variables and submitted electronically to 100 respondents and completely usable responses is 100% which are in line with the study. Data analysis is using Partial Least Square smartPLS. Inductive Statistics is performed using Variance-Based Structural Equation Modeling. Path analysis uses Partial Least Square (PLS) which consists of 3 relationships. First, the Outer-Model which specifies the relationship between latent variables and their indicators (measurement model). Second, the Inner-model that determines the relationship between latent variables (structural model). And the three weights in assessing the latent variables to be estimated

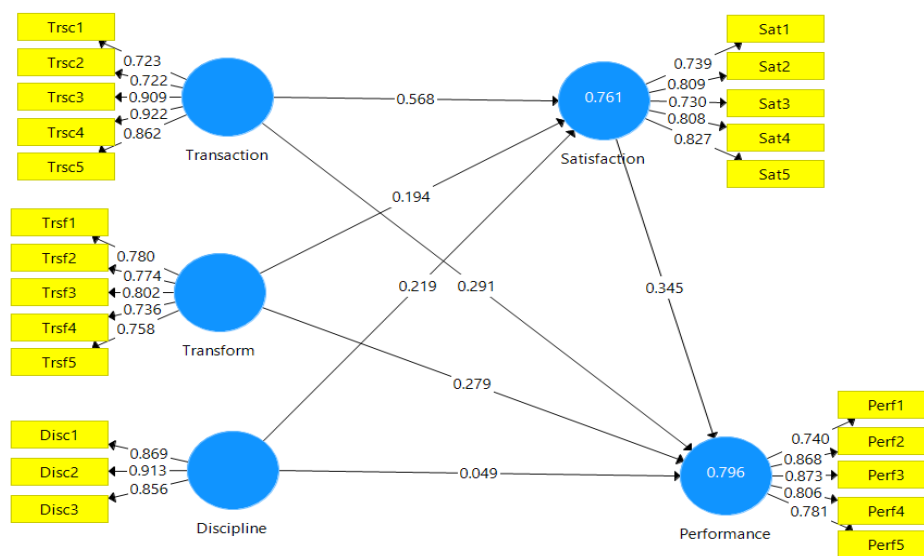
Validity refers to the extent to which the accuracy and accuracy of a measuring instrument can measure a construct. Calculation of construct validity was assessed with convergent validity and discriminant validity. Reliability refers to the internal consistency between indicators of a construct that shows the extent to which each indicator shows the same latent factor. Calculation of reliability will be assessed using Cronbach's Alpha and Composite Reliability (Ringle, Wende, & Will, 2015).

RESULTS AND DISCUSSION

Outer Model Evaluation (Measurement Model)

The evaluation of the measurement model or outer model uses the PLS Algorithm statistical calculation to assess the validity of each indicator. Figure 1 illustrates the value of convergent validity or outer loading on each indicator. The calculation results of the algorithm are as follows in Figure 1.

Figure 1. PLS Algorithm Output



Source: Prepared by the authors (2022)

Based on Table 1, it is considered that all variables have met the reliability requirements based on Cronbachs Alpha, Composite Reliability, and Average Variance Extracted.

Table 1 – Construct Reliability

Variables Code	Cronbach Alpha	Composite Reliability	AVE
Discipline	0.845	0.911	0.774
Performance	0.873	0.908	0.664
Satisfaction	0.843	0.888	0.614
Transaction	0.886	0.918	0.693
Transform	0.830	0.879	0.593

Source: Prepared by the authors (2022)

Thus, all indicator items have met the validity requirements and all variables have met the reliability requirements and R square is 0.796 on Job Performance meanings above 0.35 then the model is declared strong enough and can be continued for hypothesis testing by bootstrapping on SmartPLS menu.

Inner Model Evaluation (Structural Model)

On the basis of Table 2, it is clear that the results of hypothesis testing are as follows. There is a positive direct effect of transactional leadership to job satisfaction and job performance. A favorable direct effect is present of transformational leadership to job performance but not to job satisfaction. There is a positive direct effect of work discipline to job satisfaction but not to job performance.

Table 2 – Hypothesis Testing

Hypothesis	Original	T Statistics	P Values
Discipline => Performance	0.049	0.601	0.548
Discipline => Satisfaction	0.219	2.859	0.004
Satisfaction => Performance	0.345	3.401	0.001
Transaction => Performance	0.291	2.112	0.035
Transcation => Satisfaction	0.568	4.376	0.000
Transformation => Performance	0.279	2.384	0.018
Transformation => Satisfaction	0.194	1.449	0.148

Source: Prepared by the authors (2022)

Based on Table 3, that Job Satisfaction mediates the beneficial impact of Transcational Leadership to Job Performance and Work Discipline to Job Performance, but not increases the favorable impact of Transformational Leadership to Job Performance.

Table 3 – Mediation Calculation

Mediation Calculation	Original	T Statistics	P Values
Discipline => Satisfaction => Performance	0,076	2.565	0.011
Transaction => Satisfaction => Performance	0.196	2.481	0.013
Transformation => Satisfaction => Performance	0.067	1.211	0.227

Source: Prepared by the authors (2022)

Company leaders should be able to strengthen working relationships between individuals both within and around the business in order to create a conducive work environment to improve job performance. The company leadership should monitor the work of each individual and continue to track whether or not there are errors that occur in the work so that employees get good job satisfaction. The business should be able to develop employee work discipline to be better than before by still paying attention to the existing rules in the company regarding discipline and adding some new rules in the form of strict sanctions against employees who are not disciplined, especially those related to punctuality when working. Companies should be able to provide good job satisfaction to employees by providing constructive direction and advice so as to improve employee performance. Business executives ought to be competent to provide encouragement to employees with innovative suggestions so

that they can feel satisfaction at work and can improve their performance. The company should provide more opportunities for promotion to the company so that employees are more zealous when working so that they can improve their performance.

CONCLUSION

There is a positive direct effect of transactional leadership to job satisfaction and job performance. There is a positive direct effect of transformational leadership to job performance but not to job satisfaction. There is a positive direct effect of work discipline to job satisfaction but not to job performance. Job Satisfaction mediates the positive effect of Transactional Leadership to Job Performance and Work Discipline to Job Performance, but not mediates the positive effect of Transformational Leadership to Job Performance.

Limitation of this study was conducted in a small area in a short time and a small sample. Future research should be carried out in a wider area with a larger sample size and use the mixed method to be able to find clearer results.

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