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**RESEARCH ARTICLE**

## **Analysis of the Effect of Work Discipline, Organizational Climate, Work Ethos, and Leadership on the Employee's Performance at Barong Tongkok Office, Kutai Barat Regency**

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**ABSTRACT**

The purpose of this research is to find out how much influence the discipline has on work, organizational climate, work ethic, and leadership on employee performance at the Barong Tongkok sub-district office, West Kutai regency. The population of this study was all employees at the Barong Tongkok Sub-district Office, West Kutai Regency, totaling 73 people. This research used a quantitative method approach with data collection techniques using questionnaires and documentation studies. The data analysis method used is the classical assumption test and multiple regression analysis. Research Based on the table obtained a t-count value of 0.101 with a Sig value of 0.920. Furthermore, on the Organizational Climate variable, the t-count value is -3.077, with a Sig value of 0.003. The independent variable of work ethic based on the table, the t-count value of -0.747, can be obtained with the value of Sig, of 0.458. The leadership variable can be obtained t-count value of 7.719 with a Sig value of 0.000. The R-Square value of 0.560 means that 56% of the variations in the Variable Performance of the Barong Tongkok Sub-District Office Employees can be explained by the variables of Work Discipline, organizational climate, Work Ethic, and Leadership, while the rest (100 % - 56% = 44%) is caused by other factors with multiple regression equation  $Y = 0.560 + 0.101 X_1 - 3.077 X_2 - 0.747 X_3 + 7.719 X_4$ .

**KEYWORDS**

Work Discipline, Organizational Climate, Work Ethic, Leadership, Employee Performance

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**1. Introduction**

An organization will experience organizational change and Human Resources (HR) planning. This means that every organization must always be sensitive to environmental forces that affect the organization. Every change will always involve humans (made by humans) and affect human resources management. Organizational changes that result in changes to HR management are 1) changes in strategy that focus on consumers and quality, 2) restructuring (refurbishing/downsizing) the organization, and 3) responding to positive and objective demands from members.

In line with organizational, development demands optimal organizational work. Organizational performance is influenced by several factors, including the type of members of the organization itself. Types of organizational members include those who are less able to carry out work; training is needed to increase work abilities/skills. Members who can carry out the work, development is carried out so that knowledge increases

For members to be able to carry out their work properly, good work discipline is also needed. Work discipline is something that must be instilled in every employee. Employee awareness is required to comply with applicable regulations. According to Hasibuan (2008: 194), regulations are needed to provide guidance and counseling for employees to create good order in the company. In addition, the company itself must strive so that the regulations are clear, easy to understand, and applied to all employees.

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Mangkuprawira (2007:122) put forward that discipline is natured by an employee who is aware of and obeys the rules and regulations of the organization. Discipline influences the performance of the employee and the company because discipline is a form of practice for an employee in doing the rules company. The more discipline, the more tall productivity work employee and performance companies. According to Mangkuprawira (2007:153), performance results from a certain work process planned on time and appropriately by the employee and the organization concerned. Discipline is very important for the development organization because it can be used as a tool to motivate to be able to self-discipline in doing professional good by individuals or groups.

The Barong Tongkok sub-district office is one of the organizational tools government which is at leveled districts which on duty for doing affairs government leveled districts as well as give service to Public with draft planning development in region districts good period long, period medium, nor period short.

## **2. Theoretical Basis**

### **2.1 Definition of Work Discipline**

The factor of the level of discipline of human resources can be wrong; one measure of achievement and work productivity can be achieved by an employee, which in the end takes effect on the destination of which expected company. According to Rivai (2005), Discipline Work is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase awareness and willingness somebody obeys all regulations company and norms social applicable.

Discipline can be interpreted when employees always come and go appropriately on time, work all professions with good, and obey all applicable company regulations and social norms. Siagian (2008) states that discipline is a management action to encourage organization members to fulfill various demands provisions.

From the description of the definition stated above, it can be concluded that discipline work is an activity from a management company that works as form control employee in operating standard organizational company which regular for the sake of achievement target Destination Company.

### **2.2 Work Discipline Development Goals**

Every workforce has many motives, and hardly one worker has the same motive. This means that reality is not one motive even which determines how every power work must react against all the existing burdens. Therefore, there are no techniques and strategies that can guarantee the fulfillment of high morale and work discipline for employees; every power work where even also. The change in the arrangement of the motifs occurs at any time after a motif is fulfilled and another motive emerges in its place.

Discipline work is something tool used by para managers for communicating with employees so that they are willing to change something behavior as well as an effort to increase awareness and willingness someone obeys all company rules and social norms apply.

The main goal of preventive discipline is to encourage self-discipline among employees. In this way, employees can maintain discipline themselves, not solely because of being forced by management. Management must be responsible for creating a climate of preventive discipline in which various standards are known and understood. When employees do know what standards to achieve, they tend to be the wrong way.

Discipline progressive run with destination for allowing an employee to take action corrective before punishment which more are you serious given. Discipline progressive allows management to help employees repair their mistakes. Action discipline could be given in sequence, for example: warning oral by the leader, after that warning written, with notes in files personnel, suspension from work for a certain period, demotion (demotion), and finally dismissal.

### **2.3 Organizational Climate**

Para expert means that climate organization is something element of the physical environment, where the climate is an attribution of the organization or as an attribution from perception individual alone. Davis and Newstorm (2001) look at climate organization as the personality of an organization that distinguishes it from other organizations, which leads to the perception of each member in viewing the organization.

Based on several understandings of organizational climate, it can be concluded that organizational climate is the perception of organizational members and repetitive feelings that characterize the internal life of an organization that affects the attitude, behavior, and performance of member organizations.

### ***2.3.1 Work ethic***

According to Tasmara (2002), work ethic can be interpreted as the totality of his personality and the way he expresses, see, believe and give meaning to something that drives himself to act and achieve optimal results so that the relationship pattern between humans and themselves and between humans and other creatures can be intertwined with good.

In addition, there are several Thing that becomes a factor in work ethic, which is in accordance with the opinion of Anoraga (2006) that there are several factors that affect work ethic. Based on the explanation, one could conclude that ethos work is a set attitude or view fundamental which held a group of people to assess work as a positive thing for enhancing quality life so that influence behavior work.

### ***2.3.2 Leadership***

Leadership holds a role which important in management organizations. Leadership is needed by humans because of the existence of limitations on self-man. According to Aref & Tanjung (2002), that leadership is the ability of someone to dominate or influence person other people or different societies to achieve a certain goal. Then, according to Robbins (2006), leadership is the ability to influence a group towards achieving a goal.

Based on several opinions, one could conclude that Leadership is a process by which one person influences others or a group in an organization to reach something certain.

## ***2.4 Employee performance***

The human capital approach no longer sees humans as one of the resources but as the main capital or asset for an organization. Everything in the organization is the result of human work, so the quality of humans in the organization determines the company's fate. According to Sudjatmiko (2009) that employees, as a combination of three types of capital needed by the company, namely social capital, knowledge capital, and personal capital, make employees have added value and a very important position for all organizations. The success of an organization depends on employees as implementers of organizational activities. A successful and effective organization is an organization with individuals with good performance.

Meanwhile, Supriyono (2010) suggests that performance is achieved by somebody in doing tasks given to him based on proficiency, experience, and ability, as well as time. From the various meanings mentioned above, Employee performance is a person's actions in carrying out work to reach results certain which have been set by the organization. Performance Employees also emphasize what results from the functions of a company profession or what which go out.

### ***2.5 The Effect of Work Discipline on Employee Performance***

Employees, as the most important resource in an organization, must have performance that can positively impact the organization's development and progress. In general, employee performance is the work performance achieved by an employee in a certain period. High work performance can be realized and achieved if employees hold fast and carry out all work activities in accordance with applicable regulations and norms. In other words, the implementation of an employee's work will run smoothly if the employee has high work discipline. Discipline about work means the obedience of employees in carrying out the rules required or expected by the organization so that employees can carry out their work in an orderly and smooth manner. Prawirosentono (1999) argues that an employee's performance can be seen from effectiveness, authority, initiative, and work discipline. Prawirosentono is of the view that an employee who obeys and respects organizational regulations has high work discipline, where which will have an impact on his performance.

Work discipline is indeed an important thing for an organization because, with the realization of work discipline, it can be expected that most or even all of the existing regulations are obeyed by employees. In addition, with work discipline, it can be expected that work will be carried out as effectively and efficiently as possible by employees. Manullang (2001) argues that an employee's discipline can affect the effectiveness and efficiency of achieving employee goals. This makes employees produce high performance, and in the end, this will positively impact organizational performance.

### ***2.6 The Effect of Organizational Climate on Employee Performance***

Climate is a dynamic system concept where the climate is like indoor air that surrounds and affects everything in the room. Climate itself cannot be touched or seen, but the climate can be felt. Organizational climate is the perception of organizational members and repetitive feelings that characterize the internal life of the organization that affects the attitudes, behavior, and performance of organizational members, which then determines organizational performance. According to Wirawan (2008), organizational climate is the perception of organizational members (individually and in groups) about what exists or occurs in the organization's internal environment, routinely influencing organizational attitudes and behavior and the performance of organizational members,

which then determines organizational performance. The establishment of a positive organizational climate in the employee environment will improve employee performance. The realization of a positive organizational climate is when employees perceive a positive atmosphere, practices, and procedures in the workplace. The better the climate of an organization, it will also influence the performance of employees/employees who will also be good.

### **2.7 The Effect of Work Ethic on Employee Performance**

Work ethic is a set of basic attitudes and views held by a group of people to judge their work as a positive thing for improving the quality of life so that it affects work behavior. According to Tasmara (2002), the work ethic can be interpreted as the totality of his personality as well as a way of expressing, viewing, believing in, and giving meaning to something that drives him to act and achieve optimal results so that the pattern of human relationships with herself and Among man with creature other could be intertwined well. Employees with a high work ethic are characterized by value time, responsibility for duty given, future-oriented, efficient and simple, and healthy competition. The taller the ethos employee work, so the better the performance of the employee

### **2.8 Influence of Leadership on Employee Performance**

Leadership is a process of influencing an organization's people, others, or groups to reach a certain destination. According to Robbins (2006), that leadership is the ability to influence a group to achieve something destination. That is, a leader must have the soul of a leader and must have Good communication techniques to be able to invite subordinates to work with good without compelling for the sake of reaching the destination set. The better the leadership in a group or organization, the better employee/employee performance.

Fadilah, (2019). The Influence of Work Discipline and Work Environment on Employee Performance of PT. Indonesian Railways. The results showed that work discipline had a positive and insignificant effect on employee performance, while the effect of the work environment on employee performance concluded that the work environment had a positive and significant influence on employee performance. Work discipline and work environment have a significant effect on the performance of employees of PT. Kereta Api Indonesia (Persero) Divre I North Sumatra. Researchers suggest that companies be more assertive to employees; for the work environment, cleanliness in the workplace should be paid more attention to, and to improve performance, leaders should pay more attention to work discipline and also have to pay attention to the work environment.

## **3. Research Methods**

In a study, this approach is conducted through a quantitative approach. According to Sugiyono (2011), quantitative research is based on the positivism paradigm based on assumptions about empirical objects; these assumptions are: 1) Objects/phenomena can be classified according to their nature, type, structure, form, color, etc. Based on the assumption this study could choose a variable certain as object study, and 2) determinism (connection because of consequence), the assumption state that for every symptom, there is a cause, like a person's lazy work; of course, there is the cause. Based on the first and second assumptions above, the researcher can choose the variable researched and connect variable one with which other. In research on the effect of work discipline on employee performance, the survey will be conducted with the deployment of questions structured in the form of questionnaire and also with Interviews.

## **4. Results and Discussions**

Barong Tongkok District is a sub-district in West Kutai Regency, East Kalimantan Province, Indonesia. Barong Tongkok District is the sub-district that has the largest population in West Kutai Regency. Barong Tongkok District is a former area of Sendawar Funding. Today Barong Tongkok is part of Sendawar City as the capital of the West Kutai district. Send away City administratively consists of 3 sub-districts: Barong Tongkok, Melak, and Sekolaq Darat. Almost all offices of district government agencies, especially the offices of the Bupati and DPRD of West Kutai, are located in this sub-district, except the Forestry Service in Melak District. As the district capital, of course, Barong Tongkok is growing fast like other district cities.

The goal of Barong Tongkok District is "The realization of excellent service, supported by government officials who are dedicated to building productive and independent community participation". With the following vision: 1) Excellent service implies fast, precise, easy, friendly service and according to applicable procedures; 2) A dedicated government apparatus means that the apparatus or employees of the Barong Tongkok District are loyal, disciplined, and have a high spirit or work ethic to provide services to the community; 3) Building productive and independent community participation (excavating and empowering the maximum potential of the community to participate in developing Barong Tongkok District both physically and mentally and spiritually). The Missions of the Barong Tongkok Sub-district are as follows: 1) Increase community participation in managing development programs originating from the government and the community individually or in groups; 2) Optimizing the system and organizational management to carry out the main tasks and functions optimally. 3) Improving the quality and capacity of the Barong Tongkok District government apparatus to create human resources who are loyal, disciplined, and have a high spirit or

work ethic to provide excellent service to the community. 4) Improve services with clear, fast, precise, easy, and fair procedures to all levels of society.

Testing the instrument's validity with the help of SPSS software, the validity value can be seen in the Corrected Item-Total Correlation column. If the number correlation obtained is bigger than the number of critics ( $r_{count} > r_{table}$ ), then the instrument is valid. The number of criticisms in this study is  $N-2 = 73-2 = 71$  with a significant level of 5%, then the critical number for the validity test in the study was 1.666. Based on testing the instrument's validity, the value of the corrected item-total correlation is positive and above the  $r_{table}$  value of 1.666, which means all item questions can be said valid. The results of the validity test of the Work Discipline (X1) variable, Organizational Climate (X2), Work Ethic (X3), and Leadership (X4), on Employee Performance (Y) at The Barong Tongkok Sub-district Office of West Kutai Regency, is all of the items are valid where  $t_{count} > t_{table}$  – greater than  $t_{table}$  as in attachment.

The results of the data analysis test showed that the influence of the work discipline variable on the effectiveness of performance was 0.101 with a Sig value of 0.920. Because the probability  $< 0.05$   $H_0$  is rejected, it means that there is an influence of work discipline on the effectiveness of the performance even though it is low.

Work discipline is a form of obedience to a person's behavior in complying with certain work provisions and regulations enforced in an organization (Subekti D., 2001). To apply work discipline, employees have clear rules or regulations, a description of duties and authorities, and work procedures.

Discipline is very important for organizational growth, used primarily to motivate employees to be self-disciplined in carrying out work, both individually and in groups. Besides that, discipline is useful in educating employees to comply with and enjoy existing regulations, procedures, and policies to produce a good performance. Lack of knowledge of existing regulations, procedures, and policies is the most common cause of disciplinary action.

The results of the data analysis test show that the sig value or significance is 0.003. Because the probability value is below 0.05,  $H_0$  accepts. This means that the organizational climate variable has no significant effect on the effectiveness of organizational performance at the Barong Tongkok District Office.

According to Pines, cited by Barkah (2002), the work climate of an organization can be measured through four dimensions, namely (1) the psychological dimension, which includes variables such as workload, autonomy, self-fulfillment, and innovation; (2) structural which includes variables such as physical, sound and the level of harmony between work requirements and physical structure; (3) social aspects include interaction and cooperation; and (4) bureaucracy includes regulations and employee roles.

Sergiovanni in Muhlisin (2008) suggests that organizational climate affects one's performance. Climate is a subjective influence that can be felt from the formal system, the informal style of the leader, and other environmental factors, which involve attitudes/beliefs and the ability to motivate people who work in the organization. Meanwhile, according to Erwita (2007), said that organizational climate is a series of environmental conditions that are felt directly or indirectly by employees and assumed to be a great power in influencing employees.

The results of this study are in accordance with the research of Bartram, Robertson, & Callinan (2002), which obtained the results that organizational climate affects organizational performance. Nick C. Batlis (1980) found that organizational climate affects job satisfaction, anxiety, and the tendency to leave the workplace. Patricia W. Stone, Michael I. Harrison, Penny Feldman, Mark Linzer, Timothy Peng, Douglas Roblin, Jill Scott-Cawiezell, Nicholas Warren, and Eric S. Williams (2004), in their research show, that organizational climate is closely related to safety attitudes and behavior. Patients and health care workers.

The results of the data analysis test showed that the influence of the work ethic variable on the effectiveness of performance was -0.747 with a significance level of correlation coefficient of 0.458  $< 0.05$ . Because the probability value is below 0.05,  $H_0$  is rejected. This means that the work ethic variable significantly influences the effectiveness of organizational performance at the Barong Tongkok Sub-district Office.

The results of this study are in accordance with the research of Muhammad Zulham (2008), who found that organizational culture and work ethic simultaneously or partially have a significant effect on the performance of employees of the Faculty of Economics, University of North Sumatra, and Medan. Likewise, research at SBU PII PT Sucofindo (Persero) Central Jakarta obtained the results that there was a positive influence on motivation, work ethic, and employment status together on the effectiveness of organizational performance at SBU PII PT Sucofindo (Persero) Central Jakarta (Unsoed, 2007).

## 5. Conclusion

There is an effect of work discipline on employee performance at the Barong Tongkok Sub-district Office. There is an influence of organizational climate on employee performance at the Barong Tongkok District Office. There is an influence of work ethic on employee performance at the Barong Tongkok Sub-district Office. There is an effect of work discipline on performance at the Barong Tongkok Sub-district Office. There is an influence of leadership on performance at the Barong Tongkok sub-district office. There is a joint influence of work discipline, organizational climate, work ethic, and leadership on organizational performance at the Barong Tongkok Sub-district Office, West Kutai Regency, with the results of the F test with a value of sig.0,000 (<0.05).

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