

The Influence of Leadership Attitudes on Employee Work Discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province

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Abstract. The quality of human resources is very important in an agency, the resources in question are employees, to maintain this quality you need a leader who has quality behavior. Direction for the work carried out by employees in an agency must be given by a competent leader to create good work discipline for the employees. This research aims to determine the description of leadership attitudes, the description of employee work discipline, and the influence of leadership attitudes on employee work discipline. This research is quantitative research with a symmetric associative design that uses descriptive and inferential statistical science tools. The population of this study was all 55 employees and 48 people based on the Krejcie table using a random sampling technique. The data collection techniques used were questionnaires and documentation. The data analysis techniques used are descriptive and inferential statistical analysis. The test results show that the leadership's attitude is in the very good category and employee work discipline is in the very good category. In the product-moment correlation test, the relationship between variables is strong and there is an influence between the two variables. Based on the results of simple linear regression analysis, it was concluded that there was a positive and significant influence on leadership attitudes on employee work discipline in the Bureau of Economics and Development Administration of the Regional Secretariat of South Sulawesi Province.

Keywords: Work discipline, attitude, leadership

1. Introduction

The quality of human resources is very important in an agency, the resources referred to in this case are employees, to form and maintain this quality, a leader or leader is needed who also has the quality of attitude, in essence, every person has a leadership spirit within themselves since birth, and the attitudes in the soul will develop as the individual grows.

Children are born good, bad or not depending on the society that forms them (Asrar-ul-Haq & Kuchinke, 2016; Barney & Wright, 1998; Sapulette et al., 2018). The different experiences and environments of each individual make their leadership attitudes also different because this is one of the factors that influences the leadership attitudes of each individual. Only competent leaders can achieve satisfactory results through their leadership. It can be concluded that a leader who is competent in leading, especially in behaving towards his employees to create good work discipline and be able to achieve the goals of an agency. Good leadership certainly has an impact on whether or not the agency's goals are achieved (Conchie et al., 2013; Ekvall & Arvonen, 1991; Rifdan et al., 2022; Yusuf et al., 2021).

Discipline is a person's attitude to obey and comply with all kinds of regulatory norms that apply around him, while discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Buchtova et al., 2015; Halomoan, 2020; Ritter et al., 2020; Wilandari & Dinantara, 2020). Work discipline is something that every individual must have in order to achieve goals in every agency (Herman & Didin, 2020; Jamaluddin et al., 2021; Ramdhan, 2021).

The first factor that can influence work discipline is punctuality, where in every company activity employees are required to complete their work on time. Second is using office equipment properly, this shows a careful attitude in using office equipment. Third

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is responsibility where employees always complete the tasks assigned to them properly. Fourth, namely compliance with office rules.

Attitudes are defined as actions and so on which are based on convictions and beliefs, the attitudes of each individual are certainly different, this is based on the feelings experienced by each person. Attitude is an evaluative statement towards an object, person, or event. This reflects a person's feelings towards something. Attitudes are the result of a person's socialization process and interaction with their environment, which is a manifestation of a person's thoughts, feelings, and assessment of an object, which is based on knowledge, understanding, opinions and beliefs, and ideas towards an object to produce a tendency to act (Nishimura & Okamuro, 2018; Sözen et al., 2009; Yao et al., 2016)

A leader's attitude is a collection of abilities and personality traits, including the authority to act as a role to convince those he leads so that they are willing to carry out the tasks given to him willingly, enthusiastically, and without feeling forced, (Sirait & Suprianto, 2020). One of the attitudes a leader must have is an exemplary attitude. The leader's example plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates, (Gunawan & Benty, 2017; Simbolon, 2004). Leaders must set a good example, be well-disciplined, honest, and fair, and match their words with their actions. With the example of a good leader, the discipline of subordinates will also be good. (Rizal & Radiman, 2019) Leadership attitude is very necessary for improving employee discipline in an agency because this is one of the conditions for creating good work discipline according to several experts.

This research aims to determine the description of the attitude of the leadership in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province, to determine the description of employee work discipline in the Bureau of Economics and Development Administration of the Regional Secretariat of South Sulawesi Province, and to determine the influence of the leadership's attitude on employee work discipline in Bureau of Economic and Development Administration Regional Secretariat of South Sulawesi Province. The leadership attitude indicators are according to (Stefani, 2020), namely directive leadership; supportive leadership; participative leadership. Next, indicators of work discipline according to (Hasibuan, 2017), namely attendance at work; compliance with work regulations; high level of alertness. The hypothesis in this research is that it is suspected that the leadership's attitude has a positive and significant influence on employee work discipline in the Bureau of Economics and Development Administration of the Regional Secretariat of South Sulawesi Province.

2. Method

The type of research used in this research is associative with quantitative techniques, (Sugiyono, 2018). In associative research, it is used to prove whether there is a correlation between the leadership's attitude towards employee work discipline, and a deeper relationship between the two variables by observing various aspects more specifically to obtain data by the problem at hand in the research objectives, where the data is processed, analyzed and processed further based on the theory that has been studied so that a conclusion can be drawn from the data.

The population in this study were employees at the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province, totaling 55 people. The sample in this study was taken using the Krejcie table, namely 48 people. The sampling technique is random sampling, namely taking sample members from the population at random without paying attention to the strata in the population, (Khija et al, 2015; Salamadian, 2019; Salmaa, 2021). Data collection techniques consist of

questionnaires and documentation of research implementation. Before distributing the research questionnaire to respondents, validity and reliability tests were first carried out on all questionnaire items. After all the questionnaire items are valid and reliable, the questionnaire can be distributed to respondents, (Sugiyono, 2018). The data analysis technique in this research consists of descriptive statistics using percentage analysis, mean, and standard deviation. Inferential statistics consists of normality tests, product moment correlation analysis tests, and simple linear regression analysis. The statistical tool used to analyze the results of this research is Standard Statistical Solution Software (SPSS).

3. Results and Discussion

The results of the research include a description of leadership attitudes, a description of employee work discipline, and a description of the influence of leadership attitudes on employee work discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province. The results of this research consist of descriptive statistical analysis and inferential statistical analysis:

3.1 Descriptive Statistical Analysis

Descriptive analysis in this research is to find out a general picture of leadership attitudes and employee work discipline through indicator achievements, which consist of percentage, mean and standard deviation.

Description of Leadership Attitude

Leadership attitude is one of the factors that influences an employee's work discipline. The measurement of leadership attitudes in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province consists of directive, supportive, and participative leadership indicators. The following are the results of a descriptive analysis of each indicator of leadership attitudes:

Table 1

Descriptive Analysis Per Leadership Attitude Indicator (X)

Indicator	n	N	Achievements (%)	Category
Directive leadership	1243	1440	86,32	Very good
Supportive leadership	1133	1440	78,68	Good
Participative leadership	1241	1440	86	Very good

Source: Data processed by SPSS

Based on this indicator, directing leadership is in the very good category with a percentage level of 86.32 percent. It can be said that the leadership of this agency has succeeded in providing direction to its employees in working to achieve common goals. Based on this indicator, supporting leadership is in the good category with a percentage level of 78.68 percent. This refers to the leadership's attitude of supporting the work of employees in terms of showing concern for all employee needs that have been carried out well. Based on indicators, participative leadership is in the very good category with a percentage level of 86 percent. It can be said that the leadership always does not differentiate between its employees and always includes employees in all office affairs, whether it is decision-making or sharing suggestions and ideas with employees. From these three indicators, a total score of 3617 was obtained and the ideal score was 4320. The percentage was 83.73%, indicating that the picture of leadership attitudes was in the very good category.

Overview of work discipline

Work discipline is the attitude of an employee who obeys the rules at work and the self-awareness of an employee in obeying the rules of an agency and trying not to be careless at work.

In this research, the measurement of leadership attitudes at the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province consists of indicators 1) Attendance at work. 2) Compliance with work regulations. 3) High level of alertness. The following are the results of descriptive analysis of each indicator on work discipline:

Tabel 2
Descriptive Analysis Per Work Discipline Indicator (Y)

Indicator	n	N	Achievements (%)	Category
Presence at work	564	720	78	Good
Compliance with work regulations	1193	1440	83	Very good
High level of alertness	1152	1440	96	Very good

Source: Data processed by SPSS

Based on this indicator, workplace attendance is in a good category with a percentage level of 78 percent. This means that the leadership's attitude has succeeded in making employees disciplined at work, in this case, the employees have become disciplined in being present at work on time and using rest time effectively. Based on indicators of compliance with office regulations, it is in the very good category. with a percentage rate of 83 percent. This means that the leader's attitude in leading his employees is sufficient in directing and making employees obedient in carrying out office regulations so that employees can work more orderly. Based on the high alert level indicator, it is in the very good category with a percentage level of 96 percent. This means that leaders can make their employees work with a high level of alertness. From these three indicators, a total score of 2909 was obtained and the ideal score was 3600. The percentage was 80.8%, indicating that the picture of work discipline was in the very good category.

3.2 Inferential Statistics

Inferential statistical analysis of the results of this research consists of normality tests, product moment correlation analysis tests, and simple linear regression analysis.

Normality test

The data normality test is used to determine whether the data is normally distributed or not. The testing technique used is the Kolmogorov-Smirnov technique.

Table 3
Kolmogorov-Smirnov Normality Test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,64296004
Most Extreme Differences	Absolute	,098
	Positive	,098
	Negative	-,050
Test Statistic		,098
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.		

Table 5 shows that the results of the normality test on the leadership attitude and employee work discipline variables are normally distributed. By referring to the significance value, if the value (2-tailed Sig) > 0.05 then the data is normally distributed. The analysis results show a significance value of 0.200 (Sig > 0.05). Based on the test results using the Kolmogorov-Smirnovz non-parametric statistical test, the simple linear regression model is suitable for use in this research because it meets the normality assumption.

3.3 Product Moment Correlation Analysis Test

The product-moment correlation test is a parametric test to find out how closely the relationship between leadership attitude variables is towards employee work discipline. The results of the correlation test analysis are presented in Table 6 below:

Table 4
Product Moment Correlation Analysis Test

		Correlations	
		Leadership Attitude	Work Discipline
Leadership Attitude	Pearson Correlation	1	,778**
	Sig. (2-tailed)		,000
	N	48	48
Work Discipline	Pearson Correlation	,778**	1
	Sig. (2-tailed)	,000	
	N	48	48

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS

Based on the results of the product-moment correlation analysis above, a coefficient value of 0.778 was obtained, which shows that there is a relationship between the leadership attitude variable and employee work discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province with a strong relationship level in the interval 0.60-0.799.

3.4 Simple Linear Regression Analysis

Simple linear regression analysis aims to test the hypothesis in this research, namely that it is suspected that there is an influence of leadership attitudes on the work discipline of employees of the Bureau of Economics and Development Administration of the Regional Secretariat of South Sulawesi Province. For simple regression, the T-test is used, below are the results of the simple linear regression analysis:

Table 5.
Simple Linear Regression Analysis

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.988	6.541		.916	.365
	Leadership Attitude	.725	.086	.778	8.395	.000

a. Dependent Variable: Work Discipline

Source: Data processed by SPSS

Based on the results of the analysis in the table above, Tcount is 8.395, and Ttable is 1.678 (according to Ttable). Thus, Tcount is greater than Ttable ($8.395 > 1.678$) at a significance level of 5%, so H0 is rejected with the conclusion that the leader's attitude has a positive and significant effect on employee work discipline in the Bureau of Economics and Development Administration of the Regional Secretariat of South Sulawesi Province.

Table 6
Results of Simple Linear Regression Analysis

Model Summary				
Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.778 ^a	.605	.596	4,693

a. Predictors: (Constant), leadership attitude

Source: Data processed by Spss

Table 8 shows the magnitude of the influence value between variables which can be seen in the coefficient of determination (r square) with a value of r square = 0.605, which means that the leader's attitude variable has an influence of 60.5% on the work discipline of employees of the Economic and Development Administration Bureau of the Provincial Regional Secretariat. South Sulawesi, while the remaining 39.5% is influenced by other variables not explained in this research.

Based on the results of the simple linear regression analysis in Table 7, the results of data processing can be seen that the constant coefficient value is 5.988 and the coefficient value of the leadership attitude variable is 0.725 so that the regression equation is obtained, namely:

$$Y = 5,988 + 0,725 X$$

Based on a simple linear regression equation, information was obtained that 1) A constant value of 5.988 indicates that if the independent variable (leadership attitude) is assumed to be constant, then the work discipline of employees at the Bureau of

Economic and Development Administration of the Regional Secretariat of South Sulawesi Province is 5.988; 2) The regression coefficient Therefore, it is concluded that there is a significant positive influence between the two variables. Based on the decision-making criteria in answering the research hypothesis proposed previously, the research hypothesis can be accepted, so it can be concluded that the leader's attitude has a significant positive effect on employee work discipline at the Bureau of Economic and Development Administration of the Regional Secretariat of South Sulawesi Province.

Discussion

3.1 Description of Leadership Attitude

The attitude of the leader must be a role model for his subordinates, not only leading with whatever style he likes, but leading with an attitude that can support employees to create discipline. According to the leader, he must have personality traits, including authority to be used as a role to convince others. he led them so that they would carry out the tasks given to them willingly, enthusiastically, and without feeling forced.

According to (Stefani, 2020) leaders must have the following attitudes: Directive Leadership, Supportive Leadership, and Participative Leadership, to be able to become exemplary leaders and be able to support employees in terms of discipline and employee performance. This shows that leaders who behave well will help create work discipline.

Based on the results of research conducted at the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi province, the description of the attitude of leaders falls into the very good category, meaning that leaders who have behaved well towards their employees in leading provide support to employees so that they become more disciplined at work. This is an advantage for the agency that is led because a good leadership attitude will create a harmonious atmosphere in the office. The indicators used to measure the leadership's attitude are; Directive Leadership, Supporting Leadership, and Participative Leadership.

3.2 Description of Employee Work Discipline

Work discipline is something that is really needed in every existing agency, be it government or private agencies, the need for discipline for employees is to prevent employees from being careless and not careful in their work, as is the opinion expressed by (Mansor & Mohd Hamzah, 2015) Work discipline is a person's attitude, behavior, and actions that follow organizational regulations in an effort to increase a person's awareness and willingness not to commit negligence, deviation, or negligence in carrying out work.

The importance of work discipline is to increase efficiency as much as possible by preventing waste of time and energy. Apart from that, discipline tries to prevent damage or loss of property, machines, equipment, and work equipment caused by carelessness, joking or theft. This is a reference to how important it is to create work discipline for every employee.

Based on the results of research conducted at the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi province, it is included in the very good category. The indicators used to measure employee work discipline are; attendance at work, compliance with work regulations, high level of alertness.

Employee work discipline in every agency is highly expected, many factors create employee discipline, and the attitude of the leadership is quite an influential factor. It is proven that the presence of supportive, participative, and directing leadership makes employees disciplined in their work, especially in terms of obedience to office rules, workplace attendance, and high alertness as explained in this study.

3.3 The Influence of Leadership Attitudes on Employee Work Discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province

Based on the results of data analysis, a relationship coefficient value was obtained with a strong level of relationship which provides an explanation that the relationship between leadership attitudes and employee work discipline is strong. based on the regression coefficient This coefficient is positive so it can be said that the direction of influence of Leadership Attitude on Work Discipline is positive. Furthermore, the results of the T-test, $T_{count} > T_{table}$ mean that the leader's attitude influences the work discipline of employees of the Regional Secretariat of the Economic and Development Bureau of South Sulawesi province with an influence percentage of (60.5%). Based on the results of this analysis, it is said that the leadership's attitude influences the work discipline of employees of the Regional Secretariat of the Economic and Development Bureau of South Sulawesi Province. The results of this research follow (Hasibuan, 2017)) who said that one of the factors that influences work discipline is the leader's attitude. The leader's attitude plays a very important role in determining employee work discipline because the leader is used as an example or role model by his subordinates. Leaders must set a good example, be honest, and fair, and follow their actions. With a good leadership attitude, subordinates' work discipline will also be good. Leaders should not expect their subordinates to have good work discipline if they lack discipline as leaders.

4. Conclusion

Based on the results of the analysis of the influence of the leader's attitude on employee work discipline, the conclusion from the results of this research is that the leader's attitude (X) is in the very good category and work discipline (Y) is also in the very good category. Based on the results of data analysis, it was found that the relationship between leadership attitudes and employee work discipline was in a strong category, and there was a positive and significant influence of leadership attitudes on employee work discipline in the Economic and Development Administration Bureau of the Regional Secretariat of South Sulawesi Province.

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