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by Abdul Azis

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The Contribution Of Leadership And The Work Environment To Employee Discipline (Study At The One Door Integrated Services And Investment Services In Mataram City)

Baiq Audya Ayu Farhana¹, Hermanto², Abdul Aziz Bagis³

¹Master of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

^{2,3}Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

¹baafarha@gmail.com, ²hermanto2307@gmail.com (corresponding author), ³aziz.bagis@unram.ac.id

ABSTRACT

The purpose of this study, among others, is to analyze the impact of task-oriented leadership and relationship orientation on employee discipline. This study also tries to examine the role of the work environment in moderating the effect of task-oriented leadership and relationship orientation on employee discipline. This research conduct on all 92 employees of the Mataram City Investment and One-Stop Integrated Service Office. The data collection used is a questionnaire. This study uses a quantitative approach with causal associative research. The data analysis technique used in analyzing the effect of the independent variable on the dependent variable is moderating regression analysis (MRA). The results showed that (1) Leadership as a stimulant factor for employee discipline was only effective based on the leaders' relationship behavior. Meanwhile, task behavior (Task Behavior) is not effective. (2) In the internal work environment at the Mataram City Investment and One-Stop Integrated Service Office, by reflecting a conducive atmosphere, it has been proven to strengthen the leadership role, both in task behavior and relationship behavior, towards increasing the discipline of employees.

INTRODUCTION

Every organization can be said to be very dependent on existing human resources. Humans as resources in the organization are the drivers of other resources, such as technology, existing facilities, and infrastructure. The success of an organization depends on the ability of human resources (HR) to carry out its main tasks and functions. Therefore, applying high discipline for both a leader and employees is very important in the organization.

According to Hasibuan (2006: 444), Work Discipline is a person's awareness and willingness to obey all company regulations and applicable norms. According to Flippo (2000) suggests that work discipline is every effort to coordinate a person's behavior in the future by using punishments and rewards. The definition above focuses on the notion of discipline as an attempt to organize a person's behavior so that he is accustomed to doing something as it should be stimulated by punishment and rewards. Based on these opinions, it can conclude that what is meant by Employee Discipline is a mental attitude that is reflected in individual and group actions in the form of compliance with the regulations set to strengthen the guidelines in the organization, in Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, which states that "The ability of civil servants to comply with obligations and avoid prohibitions specified in laws and regulations and official regulations which if not obeyed will be subject to disciplinary punishment." This regulation does not only apply to Civil Servants (PNS) but other Honorary Employees/Employees must comply with these rules because they work in the same organizational environment.

Work Discipline Factors, according to Hasibuan (2002: 195), namely Leadership. Meanwhile, according to Priyodarminto (1994:89), factors that can influence discipline are Leadership and Work Environment. From the two opinions regarding the factors of employee discipline, it can see that Leadership

and Work Environment are included in the factors that affect Work Discipline. According to Robbins (1996:39), leadership is the ability to influence a group towards the achievement of goals. According to Terry (2010), leadership is an activity to influence people to be willing to try to achieve a common goal. According to Arianty (2016), Discipline is the most important operative function of HR Management because the better the employee discipline, the higher the work performance. According to Mulyasa, quoted by Effendi (2015:158), leadership behavior is divided into two dimensions based on the relationship of two factors, namely Task Behavior and Relationship Behavior.

An organization can be said to be successful if a leader has a supportive attitude and can be an example for his employees so that organizational and company goals will be achieved as desired without any burden and compulsion in carrying out their respective jobs, because between leaders and employees have good cooperation. Therefore, an organization's leadership is essential, especially for carrying out existing discipline following applicable rules.

Work Environment can affect Employee Discipline. A person's comfort in carrying out a task is an important thing to complete a job well. The comfort they get in the work environment triggers the employees to come to the office on time. According to Lewa and Subowo (2005), the work environment is an environment that is designed in such a way as to create a working relationship that binds the work to its environment. A good work environment is when employees can carry out activities optimally, healthy, safe, and comfortable.

An unfavorable work environment can demand more labor and time and does not support obtaining an efficient work system design. Nitisemito (2000: 183) defines the work environment as something around the workers that can affect them in carrying out the assigned tasks. According to Nitisemito in Nuraini (2013: 97), the work environment is everything around the employee and can influence carrying out the tasks assigned to him, for example, with the presence of an air conditioner (AC), adequate lighting, and so on. Mahyuddin (2005) revealed that the work environment could include: work equipment or work facilities and infrastructure such as computers, typewriters, copying machines, services to employees or providers of places of worship, health facilities,

A good organizational environment will improve employee discipline, which is marked by supporting work equipment, the available services such as places of worship, canteens, and so on physically. But, at the same time, non-physical one of them is a social approach leader to subordinates.

The results of previous studies that can be used as research gaps in this study, namely, according to the research results by Radiman (2019), prove that motivation, supervision, and leadership simultaneously have a positive and significant effect on employee work discipline. According to Khiki Utari's (2015) research, leadership has a positive but not significant effect on employee work discipline. According to Maesa Arum (2015), the study results show a simultaneous and partial influence between leadership and the work environment on employee work discipline. Finally, Amalia Adhitya M's research (2016) shows that task-oriented leader behavior and relationship-oriented leader behavior have a simultaneous and partial effect on employee work discipline variables.

The opposite finding was conveyed by several previous researchers such as Citra (2013) with the research results that leadership does not affect the work discipline of the Bogor City Cleaning and Gardening Service employees. Furthermore, Diantari's research (2013) has found that the effectiveness of leadership carried out by leaders has not been fully able to improve employee discipline significantly. Next, the research conducted by Diantari (2013), Sudiarditha et al. (2019) found that leadership has no significant effect on discipline. Finally, the research results from Aziz, Purwana, and Sudiarditha (2020) also found that leadership had no significant effect on discipline.

In increasing bureaucratic reform, the role of the leader is significant in managing the right organization and following applicable rules, where the role of the head of the service as the highest superior in the service applies discipline to all existing employees. Such as the implementation of the morning apple and the application of fingerprints which function as one of the assessments of the level of discipline present in the Mataram City DPMPTSP. Not only that, an environment that supports comfort at work is important in improving discipline, where all the necessary office equipment such as Air Conditioning (AC), chairs, tables, computers, and other equipment can support the implementation of services.

Currently, the problems that occur are quite severe due to the Covid-19 pandemic that is attacking the whole world in general and the city of Mataram in particular. People are required to start a new life, such as being required to wear masks, keep a distance, wash their hands, and avoid the public (according to the existing health protocol rules). This causes the government to have to think hard so that services to the

community do not stop due to Covid-19. One of the alternatives issued by the Mataram City government is by issuing a circular letter from the mayor of Mataram Number: 443/308/ORG/VI/2020 regarding instructions for implementing system adjustments. Thus, ASN works towards a new normal order within the scope of the Mataram City government.

Before the Covid-19 pandemic, Mataram City Government employees used the fingerprint system to apply discipline. On Monday morning, all Mataram City employees held an assembly Monday at the Mataram Mayor's Office Courtyard. Still, for now, it stopped for a moment. Both apples are held every Monday, and the implementation of the fingerprint system for all Regional Apparatus Organizations in the City of Mataram. The changes that occur in the work environment, both the application of the use of masks at work and the spraying of disinfectants carried out for all office rooms, are an atmosphere of new environmental change.

Therefore, in the midst of an uncertain atmosphere at this time, the role of a leader is needed to be able to organize and direct his employees in the organization. And also, the environmental changes that occurred during the Covid-19 pandemic deserve to be researched, where it can be seen further how the relationship between leadership and the work environment and discipline occurs at the Mataram City Investment and One-Stop Integrated Service Office.

This study aims to analyze the impact of Task-oriented Leadership (Task Behavior) and Relationship-oriented Leadership (Relationship Behavior) on Employee Discipline. In addition, this study also tries to examine the role of the Work Environment in moderating the influence of Task-oriented Leadership (Task Behavior) and Relationship-oriented Leadership (Relationship Behavior) on Employee Discipline at the Mataram City Investment and One-Stop Integrated Service Office.

LITERATUR REVIEW AND HYPOTHESES DEVELOPMENT

According to Rivai (2004:444), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase awareness and willingness to obey all company regulations and applicable social norms. According to Simamora (2004:610), discipline is a procedure that corrects or punishes subordinates for violating rules and procedures. Therefore, discipline in an organization can make employees able to carry out their duties following their respective duties properly. Therefore, employees who are disciplined and obedient to the norms that apply in an organization are good to be followed in an organizational environment.

The factors of work discipline, according to Singodimedjo (in Sutrisno 2011: 89), include exemplary leaders are essential because, in a company/organization, all employees will pay attention to how the leader can enforce discipline within himself and how he can harm the disciplinary rules that have been set. Set.

The success of a leader depends on his attitude and behavior in carrying out his functions as a leader. Good leadership behavior can be seen in how a leader makes decisions, how to give orders (instructions), how to divide tasks, communicate with subordinates, how to encourage subordinates, how-to guide and direct, and also enforce discipline in carrying out this required Task Behavior (Task Behavior).

The relationship between task behavior and employee discipline is very closely related, where a leader is an example for his employees. Various actions taken in an organization to achieve goals cannot separate from the role of a leader to move his employees to obey and carry out discipline according to applicable rules to achieve the goals that have been set.

According to Efendi (2015), Task behavior is the giving of instructions by the leader to his subordinates, including certain explanations, what to do, when and how to do it, and monitoring them closely. The leader functions as a communicator who determines what the order's contents are, how to carry out orders when to start, implement and report results, where to work on orders so that decisions can realize effectively. So the function of the person being led is to carry out orders.

According to Permana's research (2021), leadership has a strong influence on employee work discipline. Leaders who can apply leadership appropriately will be able to satisfy their subordinates to become active at work and have high discipline. Primandaru (2018) reveals the research results of Task-Oriented Leadership affect work discipline. Based on the description above, the following hypothesis:

H1: Task-oriented leadership behavior has a positive influence on employee discipline.

Relationship behavior is an invitation conveyed by the leader through two-way communication, including listening and involving subordinates in problem-solving. To see the relationship between relationship behavior and employee discipline, one thing that becomes the basis of the assessment is the good relationship between leaders and subordinates.

According to Efendi (2015), Relationship behavior is an invitation conveyed by the leader through two-way communication, which includes listening and involving subordinates in problem-solving. Leaders can use the consultative function as two-way communication. It is used when the leader is making decisions that require consideration and consult with the people he leads.

Amalia Adhitya M's research (2016) shows the results that the behavior of relationship-oriented leaders affects employee work discipline. Based on the description above, the following hypothesis:

H2: Relationship-oriented leadership behavior has a positive effect on employee discipline.

The work environment, either directly or indirectly, still has an impact on employee discipline. Where the feeling of comfort, security, and harmony in the environment of an organization will always provide a good magnet for employees in carrying out their activities with discipline and responsibility, this is following the opinion expressed by Priyodarminto (1994:89) that the factors that influence the work environment are motivation, leadership, communication and work environment.

According to Rivai (2013), the work environment is an organizational element as a social system that strongly influences the formation of individual behavior in the organization and affects organizational performance. Meanwhile, according to Lewa and Subono (2005) that the work environment is designed in such a way as to create a working relationship that binds the work to the environment. A pleasant environment can make employees feel at home in completing their work and achieving an optimal result. On the contrary, if the work environment conditions are inadequate, it will harm decreasing the level of employee productivity.

The work environment is the situation around employees in carrying out operational activities. Work environment includes work atmosphere, relationships with co-workers, leadership relationships with subordinates, and available work facilities. The work environment is divided into two, namely the physical work environment and the non-physical work environment, which in this study focuses more on the non-physical. Non-physical things cannot be seen with the naked eye but can be felt from the heart. Thus, leadership behavior that is strengthened by the support of the work environment will provide increased discipline to employees by taking a social approach to subordinates by the organization's leader. Based on his description above, the following hypothesis:

H3: The relationship between Task-Oriented Leadership Behavior (Task Behavior) is strengthened by the Work Environment for Employee Discipline support.

H4: Existence Relationship-Oriented Leadership Behavior (Relationship Behavior) is strengthened by the support of the Work Environment on Employee Discipline.

METHODS

This study uses a quantitative approach with causal associative research. This research conduct on all 92 employees of the Mataram City Investment and One-Stop Integrated Service Office. The data collection used is a questionnaire. The data analysis technique used in analyzing the effect of the independent variable on the dependent variable is moderating regression analysis (MRA). Moderating effects are usually discussed as interactions between factors or variables, where the effect of one variable depends on the level of another variable in the analysis (Aiken and West, 1991).

Discipline measurement comes from Hasibuan (2013: 194) consists of goals and abilities, leadership examples, remuneration, justice, inherent supervision, and sanctions or punishments. Task behavior sourced from Suharto (1986:217) consists of prioritizing the achievement of goals, prioritizing high production, providing more direction, prioritizing tasks according to schedule, carrying out tasks through strict procedures, carrying out strict supervision, and prioritizing tasks self-direction/discipline. Relationship Behaviorsourced from Suwanto (2010:214), namely: the delivery of information appropriately, There is no social inequality, The occurrence of a good relationship between leaders and subordinates. The work

environment comes from Furqon (2010:34), consisting of Caring for Employees, Respecting Employees, Respecting Employees' Rights, Working together, and Helping and helping fellow employees.

RESULT

Description of Research Variables

Task-Oriented Leadership (Task Behavior) gives instructions by the leader to his subordinates, such as explaining certain jobs, what to do, how to do it, and supervision of his subordinates. The average score for employee responses is in the high category. This means that employees often give many heavy tasks and stringent supervision to employees at the Mataram City One-Stop Integrated Service and Investment Service.

Relationship Oriented Leadership (Relationship Behavior) is an invitation conveyed by the leader through two-way communication, namely listening and involving subordinates in problem-solving.

The average score of employee responses is in the high category. This means that employees feel that the leader can convey information related to work and use language that does not offend employees at the Mataram City One-Stop Integrated Service and Investment Service.

The work environment is a place to interact and carry out activities together. The work environment, in this case, is a work climate, where the climate here is a characteristic that is owned and agreed upon by all members of the organization, where the Mataram City One-Stop Integrated Service and Investment Service has characteristics of a work climate, namely social care / caring attitude. . The average score of employee responses in the very conducive category. This means that employees feel that the work environment is conducive to supporting their work at the Mataram City Investment and One-Stop Integrated Service Office.

Discipline is an attitude that all employees must own in an organization. The average score of employee responses is in the very high category. This means that employees have a very high discipline attitude in carrying out their duties and responsibilities at the Mataram City Investment and One-Stop Integrated Service Office.

Moderating Regression Analysis (MRA)

Statistical analysis used is Moderating Regression Analysis (MRA) as a model that predicts the causal relationship of the independent variable to several dependent variables, which is strengthened by the moderating variable. Moderated Regression Analysis (MRA) is used to determine the interaction relationship between one variable by one or several variables as moderating variables (Ghozali, 2005, Anggun, 2007). Moderating Regression Analysis (MRA) is used to test the Effect of Task Behavior, Relationship Behavior on Discipline Attitudes mediated by the Work Environment, Studies at the Mataram City Investment, and One-Stop Integrated Service Office.

The analysis in processing, in this case, uses the backward elimination method where the results show that there are 2 (two) steps of the model and there is one variable (out of 4 variables) that is wasted/eliminated from the model by showing the adjusted R square or R2 value that has been adjusted. The description results based on the processing that has been done can be seen in the following table.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.813 ^a	0.660	0.644	0.36252
2	0.810 ^b	0.656	0.644	0.36250

a. Predictors: (Constant), Relationship Behavior*Work Environment, Relationship Behavior, Task Behavior*Work Environment, Task Behavior

In model 1, it can see that the variables tested are complete, namely Task Behavior (X1), Relationship Behavior (X2), Task Behavior*Work Environment (X1*X3), and Relationship Behavior*Work Environment (X2*X3) by producing an Adjusted R2 value of 0.644 (64.4%).

In model 2, it appears that the tested variables have decreased where Task Behavior (X1) has been removed from the model. At the same time, Relationship Behavior (X2) Task Behavior*Work Environment (X1*X3), and Relationship Behavior*Work Environment (X2*X3) remain entered into model 2 by producing the value of Adjusted R2 with the same value, namely 0.644 (64.4%).

Based on the above analysis, the results obtained from the initial model to the final model are as follows:

$$\text{Model 1: } Y = 0.734 - 0.102X_1 + 0.219X_2 + 0.277X_1 * X_3 + 0.493X_2 * X_3$$

$$\text{Model 2: } = 0.660 + 0.118X_2 + 0.277X_1 * X_3 + 0.504X_2 * X_3$$

After, the constant (α) is removed then the model changes to:

$$Y = 0.133X_2 + 0.322X_1 * X_3 + 0.540X_2 * X_3$$

After analyzing the above model, it can say that this model is the best because it has a significance level (error rate) of no more/less than 0.05 (5%) with a confidence level of 0.95 (95%). As for this model, the variables that have a significant effect on Discipline Attitude are Relationship-Oriented Leadership (Relationship Behavior/ X_2) in a positive influence, and Work Environment can strengthen the influence of Task-Oriented Leadership (Task Behavior/ X_1) and Relationship-Oriented Leadership (Relationship Behavior/ X_2).

Based on the empirical hypothesis that has been proposed, it can then reduce it to a statistical hypothesis, namely $H_0: \text{sig} > 0.05$; $H_a: \text{sig} < 0.05$, determine the significance level at 5% (0.05), or with a 95% confidence level. If the significance is smaller than the standard error (5%), then the alternative hypothesis (H_a) is accepted, meaning a significant effect of the independent variable on the dependent variable.

Meanwhile, if the significance is greater than the standard error (5%), then the null hypothesis (H_0) is accepted, meaning no significant effect of the independent variable on the dependent variable. The results of hypothesis testing can be seen in the table below.

Table 2. Significance of Moderating Regression Analysis

Independent Variable	B	Beta	T	Sig.
Relationship Behavior (X_2)	0.118	0.133	2.041	0.045**
Task Behavior*Work Environment ($X_1 * X_3$)	0.277	0.322	3.676	0.000*
Relationship Behavior*Work Environment ($X_2 * X_3$)	0.504	0.540	6.180	0.000*

Dependent Variable : Discipline

Significance Level : *Significance with $p < 0.01$

**Significance with $p < 0.05$

The task behavior is eliminated in the initial model. It does not appear in the final model (model 2), which means it has no significance, so it can conclude that the first hypothesis is rejected. The second test results showing that the coefficient value is 0.133 with a significance value (p-value) equal to 0.045, which is smaller than 0.05 (5%), which means significant, so it can conclude that the second hypothesis is accepted. Relationship Behavior has a positive and significant influence on the Discipline Behavior of Employees of the Mataram City Investment and One-Stop Integrated Service Office. The third test results showing that the coefficient value is 0.322 with a significance value (p-value) equal to 0.000, which is smaller than 0.05 (5%), which means significant, so it can conclude that the third hypothesis is accepted. The work environment shown by employee social care can strengthen the influence of Task-Oriented Leadership. The fourth test results showing that the coefficient value of 0.540 with a significance value (p-value) equal to 0.000 is smaller than 0.05 (5%), which means significant, so it concluded that the fourth hypothesis is acceptable. The work environment that reflects employee social care can strengthen Relationship-Oriented Leadership on Discipline Behavior of Employees of the Mataram City Investment and One-Stop Integrated Service Office.

DISCUSSION

The Effect of Task-Oriented Leadership on Discipline Behavior

The analysis results with Moderating Regression Analysis (MRA) show task-oriented leadership behavior is not proven to affect attitude discipline employees at the Mataram City Investment and One-Stop Integrated Service Office. Based on the results of this study, the leadership orientation at the Mataram City

Investment and One-Stop Integrated Service Office, which is oriented towards task behavior, does not impact employee self-discipline. In other words, the higher the task orientation carried out by the leaders does not have an impact on increasing employee discipline behavior at work.

According to Rivai (2004:444), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase awareness and willingness to obey all company regulations and applicable social norms. If an employee violates discipline, it takes courage from the leader to take action according to the level of the violation he made. Through disciplinary action, following the existing sanctions, all employees will feel protected and in their hearts promise not to do the same thing. In such a situation, all employees will avoid an attitude that violates the rules, which will eventually cause losses to the company. Vice versa, if the leader does not dare to take action, it will impact the working atmosphere in the company/organization where employees will doubt the importance of discipline in the workplace.

The success of a leader depends on his attitude and behavior in carrying out his functions as a leader. Good leadership behavior can be seen in how a leader makes decisions, how to give the command, how to divide tasks, communicate with subordinates, encourage subordinates, and guide and direct and enforce discipline in carrying out this required Task Behavior (Task Behavior).

The relationship between task behavior and employee discipline is very closely related, where a leader is an example for his employees. Various actions taken in an organization to achieve goals cannot separate from the role of a leader to move his employees to comply and carry out discipline according to applicable rules to achieve the goals that have been set.

According to Yogi Gum Permana's (2021) research, leadership strongly influences employee work discipline. Therefore, leaders who can apply leadership appropriately will be able to satisfy their subordinates to become active at work and have high discipline.

Effective leaders will be able to carry out their functions well, not only shown from the power they have but also from the attention of a leader, both from the welfare, organizational commitment, and satisfaction of subordinates to the leader and the quality of subordinates to strengthen the willingness of subordinates in carrying out tasks to achieve organizational goals and on the contrary, as was found in the case of leadership.

This finding is reinforced by the results of research from Taribuka, A., & Sunaryo, J., (2015), Sabertian, (2010), Sumani (2008), Muis, E., Kojo, C., Sendow, G., (2018), Adhitya, AM, Mukzam, MD, Ruhana, I., (2016), that Relationship-Oriented Leadership Behavior has a positive and significant effect on Employee Discipline.

The Effect of Relationship-Oriented Leadership on Discipline Behavior

The results of the analysis with Moderating Regression Analysis (MRA) show a coefficient value of 0.133 with a significance value (p-value) equal to 0.045, which is smaller than the error level of 0.05 (5%), which means significant, so it concluded that relationship-oriented Leadership (Relationship Behavior) has a positive and significant effect on Discipline Attitudes. Therefore, based on the results of this study, the leadership orientation to create good relations with subordinates can give birth to a meaningful attitude of discipline in employees at the Mataram City Investment and One-Stop Integrated Service Office.

Exemplary leaders are essential because, in an organization, employees will pay attention to how the leader can enforce discipline in himself and how he can harm the disciplinary rules that have been set. After all, the leader is an example that his subordinates will imitate in their behavior. Therefore, if a leader wants to enforce discipline rules in the company, he is the first person to practice to follow. The example of a leader can strengthen his relationship with his subordinates.

Employees are human beings who have different characters from one another. As human beings, employees need awards with high compensation and need great attention from leaders. Their complaints and difficulties want to be heard and find a way out, and so on. Leaders who succeed in paying great attention to employees will be able to create good work discipline. Because he is not only close physically but also close mentally. Such a leader will always be respected and appreciated by employees to have a major effect on employee performance and morale.

In practice, leaders on The Mataram City One-Stop Integrated Service and Investment Service have optimized their relationships with subordinates. Leaders also appear when apple activities try to mingle with their subordinates by eating together or taking vacations together. It is suspected that relationship orientation

can improve the disciplined attitude of employees. First, however, relationship behavior must be maintained and improved.

This finding is reinforced by the results of research from Taribuka, A., & Sunaryo, J., (2015), Sabertian, (2010), Sumani (2008), Muis, E., Kojo, C., Sendow, G., (2018), Adhitya, AM, Mukzam, MD, Ruhana, I., (2016), that Task-Oriented Leadership Behavior has a positive and significant effect on Employee Discipline.

The Role of the Work Environment in Moderating the Effect of Task Behavior on Discipline Behavior

The results of the analysis with Moderating Regression Analysis (MRA) show the coefficient value is 0.322 with a significance value (p-value) equal to 0.000, which is smaller than 0.05 (5%), which means significant, so it can conclude that the Work Environment can strengthen the influence of Task-Oriented Leadership (Task Behavior) on Discipline Behavior.

Task behavior is giving instructions by the leader to his subordinates, including certain explanations, what to do, when and how to do it, and monitoring them closely. The leader functions as a communicator who determines what the order's contents are, how to carry out orders when to start, carry out and report results, where to work on orders so that decisions realize effectively. In a conducive work atmosphere, where there is a high mutual caring attitude among members, it is proven to strengthen the role of task behavior on the discipline of the attitude of DPMPSTP Mataram City employees.

The Role of the Work Environment in Moderating the Effect of Relationship Behavior on Discipline Behavior

The results of the analysis with Moderating Regression Analysis (MRA) show the coefficient value is 0.540 with a significance value (p-value) equal to 0.000, which is smaller than 0.05 (5%), which means it is significant, so it can conclude that the Work Environment can strengthen the influence of Relationship-Oriented Leadership (Relationship Behavior) on Discipline Behavior. When Relationship Behavior directly cannot have a significant effect on Work Discipline Behavior, but when the Work Environment strengthens it, Relationship Behavior can have a positive and significant effect on Discipline Behavior at the Mataram City Investment and One-Stop Integrated Service Office.

Relationship behavior is an invitation conveyed by the leader through two-way communication, including listening and involving subordinates in problem-solving. Leaders can use the consultative function as two-way communication. It is used when the leader is making decisions that require consideration and consult with the people he leads. Thus, leadership behavior that is strengthened by the support of the work environment will provide increased discipline to employees by taking a social approach to subordinates by the organization's leader.

In a work atmosphere that reflects the mutual care of fellow members of the Mataram City Investment and One-Stop Integrated Service Office, the role of relationship behavior becomes increasingly strong in its influence on increasing employee discipline. Thus, this research again requires how important it is to study the work environment variable as a moderating variable.

CONCLUSION

Based on the data analysis and discussion that has been carried out, conclusions can be drawn that :

1. Leadership as a stimulant factor for employee discipline is only effective based on the leaders' relationship behavior (Relationship Behavior). Meanwhile, task behavior (Task Behavior) is not effective.
2. In the internal work environment at the Mataram City Investment and One-Stop Integrated Service Office, reflecting a conducive atmosphere has proven to strengthen the role of leadership, both in task behavior and relationship behavior, towards increasing employee discipline.

RECOMMENDATION

1. Based on findings, leadership behavior on the task dimension, where the leader should provide clarity of duties and responsibilities to employees, has not been effective. Thus, it takes the decisiveness of the leaders in carrying out task behavior that can encourage employee discipline.
2. Realizing the benefits of a conducive internal work environment at the Investment and Integrated Services Office OneMataram City Gate needs to be maintained and improved. In addition, the habit of

caring for each other among members of the Mataram City Investment and One-Stop Integrated Service Office needs to be maintained because it can help the leadership role in improving employee discipline.

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