

The influence of leadership, job satisfaction and work discipline on employee performance (Perum Perhutani Bandung City Forest Management Unit)

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ABSTRACT

The study was carried out in a State-Owned Enterprise that was in charge of planning, managing, cultivating, and protecting forests. Employee performance in the Perhutani Forest Management Unit (KPH) in Bandung City fell short of expectations, pointing to a downturn. This is demonstrated by poor work discipline monitoring, subpar job satisfaction, and applied leadership. In the Forest Management Unit (KPH) of Perhutani in Bandung City, efficient management and assessment are essential. The accomplishment of organizational objectives and the execution of work plans depend on these procedures. The study aims to ascertain how work discipline, leadership, and job happiness affect employees' performance at the Perhutani Forest Management Unit (KPH) in Bandung City. This study employs a quantitative methodology that is focused on verification and description. Fifty respondents made up the sample that was used in this research. Leadership positively impacts employee performance, is slightly influenced by work discipline, and partially contributes to job happiness. In general, work discipline, leadership, and job happiness significantly influence how well employees perform.

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1. Introduction

Perum Perhutani Kesatuan Pemangkuan Hutan (KPH) in Bandung City, a State-Owned Enterprise responsible for planning, managing, cultivating, and protecting forests, conducted the research. The specific location of the research was at Jl. Cianjur No.1 A, Kacapiring, Batununggal District, Bandung City. The agency has a total of 50 employees. The objective was to examine the phenomena occurring within the forestry unit (KPH) in North Bandung.

The researchers conducted an initial survey by conducting interviews with management about the Human Resources department. Within the Perhutani Kesatuan Pemangkuan Hutan (KPH) of Bandung City, there was a noticeable decrease in employee productivity during the 2021 period, failing to achieve the established objectives. Employees veered off course from the assigned responsibilities, resulting in inconsistent production and process efficiency. A lack of customer and staff attention caused a need for more defined targets. Moreover, employees demonstrated a work discipline level below the desired standard, particularly in attendance, requiring more notification. This aligns with prior research conducted by (Ariyati et al., 2021; Daga & Hamu, 2021; Hasibuan & Munasib, 2020; Khasifah & Nugraheni, 2016)

The observed phenomenon connected to leadership suggested that the implementation of leadership in the forestry unit (KPH) in Bandung City had yet to lead the organization successfully. Inadequate execution of leadership can undermine a firm, while strong and efficient leadership can drive the corporation

toward achieving its objectives and attaining success. Leaders must possess the ability to establish a resilient team capable of withstanding corporate rivalry. This is because the responsibility for making all decisions rests solely with the leader, who must propel the firm forward and effectively respond to any changes to sustain organizational growth. Previous research conducted by Bentar et al., (2017); Dwipayana & Sariyathi, (2018); Hajjali et al., (2022) has provided evidence that leadership has a positive impact on employee performance.

Furthermore, another notable occurrence is the experience of job satisfaction. Believers attribute the impact on employee performance to job satisfaction, as interview results show that a lack of promotional prospects within the organization causes lower job satisfaction. Therefore, a decrease in staff productivity is anticipated. Studies conducted by Fadhil & Mayowan, (2018); Sanuddin & Widjojo, (2013); Susanto, (2019); Rosmaini & Tanjung (2019) indicate that job happiness has a significant impact on employee performance. Specifically, higher levels of job satisfaction are associated with enhanced employee performance.

The benefits of this research are: As a contribution and broadening horizons for studying management science in managing human Resource Management, as a contribution and expanding the study of management science regarding employee performance, provide additional knowledge and experience to understand the theory obtained from lectures and literature books, provide references, especially for parties conducting further research regarding this problem, and provide information for consideration by related parties in the research company.

2. Research Method

In research, using a method is imperative as a procedural measure to address challenges and accomplish the study's objectives effectively. The research methodology utilized in this study is a quantitative approach with a descriptive and verifactory orientation. This research focuses on examining the impact of salary, leadership, and work discipline on employee performance at the forestry unit in Bandung City. The data utilized encompasses both primary and secondary data acquired through the administration of surveys and interviews, in addition to reports accessible at the forestry unit in Bandung City. The sampling methodology employed in this study is a census or saturation sampling approach, including a population of 50 employees. Afterward, the researcher examined the data by doing validity tests, reliability tests, classic assumption tests (including normality test, heteroskedasticity test, and multicollinearity test), multiple regression tests, and hypothesis testing (specifically t-test and F-test).

3. Results And Discussions

Table 1. Normality test results

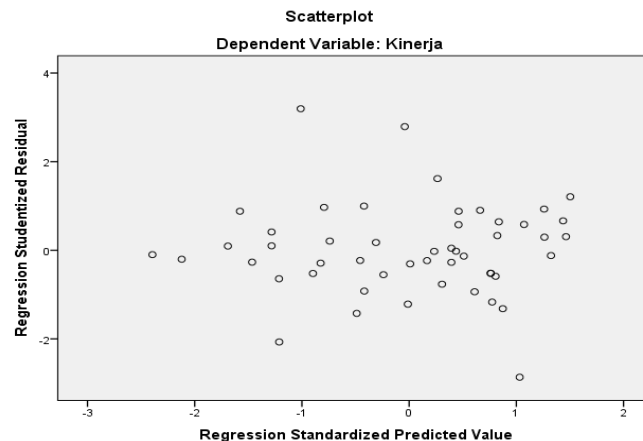
Variabel	Asymp. Sig. (2-tailed)
Work Loyalty	890

Table 1 shows that the Kolmogorov-Smirnov probability value is 0.890, indicating that this value is higher than 0.05. The data in this study conforms to a normal distribution.

Table 2. Results of the multicollinearity test

Model	Coefficients	
	Collinearity Statistics	
Constant	Tolerance	VIF
X1	0,759	1,317
X2	0,715	1,398
X2	0,793	1,261

According to Table 2, the results of the multicollinearity test show that the Tolerance values for variables X1, X2, and X3 are 0.759, 0.715, and 0.793, respectively. All of these values are below 10. Consequently, there is an absence of multicollinearity.



test.

Figure 1. Displays the results of the heteroscedasticity

Figure 1 indicates that the absence of heteroskedasticity in this study may be determined if the scattered points lie above and below the number 0 on the Y-axis.

Table 3. Outcome of multiple linear regression analysis

Model	Coefficients	
	Unstandardized Coefficients	
	B	Std. Error
(Constant)	4.638	2.764
X1	.325	.097
X2	.664	.136
X3	.561	.173

Table 3 provides the necessary information to derive the equation for multiple linear regression:

$$Y = 4.638 + 0,325x_1 + 0,664x_2 + 0,561x_3$$

The interpretation of the multiple linear regression equation shown above is as follows: a) The value remains constant at 4.638. The value stays constant at 4.638. This can be interpreted as when the Leadership (X1), Job Satisfaction (X2), and Work Discipline (X3) values are all zero, the Employee Performance (Y) value is 4.638. If the variables Leadership (X1), Job Satisfaction (X2), and Work Discipline (X3) are all set to zero (0), the employee performance value will increase by 4.638. b) The variable Leadership (X1) has a regression coefficient of 0.325. This suggests that if the Leadership (X1) variable grows while the Job Satisfaction (X2) and Work Discipline (X3) variables remain unchanged, the Employee Performance (Y) will increase by 0.325 or 32.5%. c) The regression coefficient for the Job Satisfaction (X2) variable is 0.664. If the factors of Leadership (X1) and Work Discipline (X3) remain unchanged, an increase in Job Satisfaction (X2) will result in a 66.4% rise in Employee Performance (Y), equivalent to 0.664. d) The regression coefficient (b3) for the Work Discipline (X3) variable is 0.561. Assuming Leadership (X1) and Job Satisfaction (X2) remain unchanged, an increase in Work Discipline (X3) will result in a corresponding rise in Employee Performance (Y) by 0.561 or 56.1%. e) If all independent variables change simultaneously by one unit, then the Employee Performance (Y) will change by a total of 1.55 on the scale, which is the sum of 0.325, 0.664, and 0.561.

Table 4. Results of the f test

ANOVA		
Model	F	Sig.
Regression	36.526	.000
Residual		
Total		

Based on Table 4, the F-value is 36.526, more significant than the crucial F-value of 2.80, or 36.526 > 2.80, and the significance value is 0.000, which is less than 0.05. These findings suggest that there is a correlation between Leadership (X1), Job Satisfaction (X2), and Work Discipline (X3) with Employee

Performance (Y). Thus, we can infer that we reject the null hypothesis (H0) and accept the alternative hypothesis (H1).

Table 5. t Test results

Coefficients		
Model	t	Sig.
(Constant)	1.678	.100
X1	3.363	.002
X2	4.897	.000
X3	3.238	.002

According to Table 5, the partial hypothesis test is a statistical test employed to ascertain the specific impact of independent factors on the dependent variable.

According to the findings of the partial hypothesis test, the explanation for each variable is as follows: a) The leadership variable yielded a significance value of 0.02, which is below the threshold of 0.05. Hence, the presence of effective leadership (X1) correlates with a favorable impact on the performance of employees (Y). b) The work satisfaction variable yielded a significance value of 0.00, which is below the threshold of 0.05. Hence, job happiness (X2) positively impacts employee performance (Y). The work discipline variable yielded a significance value of 0.02, which is below the threshold of 0.05. Hence, adherence to work discipline (X1) positively impacts employee performance (Y).

Discussion and Analysis

The studies conducted by Isvandiari & Idris (2018); Martha & Miawan Putra, (2020); Nurhuda et al., (2020) support these findings. They indicate that the interaction between a leader and their subordinates involves providing guidance, giving instructions, issuing commands, motivating through encouragement, and serving as a role model to impact those being led. To effectively manage others, it is crucial to possess a deep awareness of the factors that can stimulate motivation in each individual. (Daga & Hamu, 2021; Idris & Sari, 2019).

Scholarly studies Davidescu et al., (2020); Suryawan & Salsabilla (2022) reinforce this assertion, affirming that job happiness positively impacts employee performance. Employee satisfaction fosters a favorable emotional state, resulting in heightened motivation, diligence, and resilience in their work. Satisfaction that generates a sense of delight in their work will ultimately enhance the employee's performance.

Furthermore, other studies Azmy et al., (2022); Prasetyo et al., (2021); Lestari & Afifah (2021) support the notion that "work discipline exerts a favorable and substantial influence on employee performance." Leadership, job satisfaction, and work discipline influence employee performance. The impact of leadership on employee performance is substantial. Providing a comfortable and clean working environment can significantly boost employee motivation and influence their performance. o(Nurhuda et al., 2020; Oktavia & Yanuar, 2022; Pala'langan, 2021).

4. Conclusion

Enhancing employee performance from mediocre to satisfactory or exceptional levels can be accomplished by focusing on leadership, work discipline, and employee happiness. The company's benefits serve as a standard for improvement, aiding in identifying employees' strengths and weaknesses and resolving work-related problems. Future researchers have the chance to broaden the scope of their research by investigating additional aspects beyond leadership, work happiness, and employee performance. Subsequent researchers can utilize alternative methodologies, such as path analysis, to acquire a broader range of more complete information compared to past studies.

This study aimed to investigate the correlation between variables X and Y. The consequences of this research might be summarized based on theoretical studies, research findings, and developed conclusions. The findings of this study illustrate the importance of employee performance in bolstering the company's objectives. The previously provided research findings have conclusively demonstrated a correlation between variables X and Y. It is evident that there is a direct correlation between employee performance and realized results, with higher performance leading to better outcomes. In contrast, the resulting outcomes are typically less severe when employee performance falls below the benchmark.

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