Analysis of the Influence Of Work Discipline and Leadership On the Performance of Employees of the Cooperative Tam Syariah KCP Tanjunganom Nganjuk

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Abstract: In an era of increasingly tight business competition every year, employee performance is a determining factor in the success of the TAM Syariah Cooperative as a company engaged in savings and loan services, this cooperative offers various models of savings and loan agreements according to customer needs. To improve employee performance, good human resources are needed. This study aims to analyze two important aspects of the performance of TAM Syariah Cooperative employees, namely the influence of work discipline and leadership on employee performance. The method used in this study is a quantitative method, with an analysis tool using SMART PLS. The population of this study consisted of 46 employees, and the entire population was also used as a research sample through a saturated sampling method. The findings of this study reveal that work discipline and leadership each have a positive and significant influence on employee performance, indicating that improvements in both factors can have a positive impact on productivity and work effectiveness in the company

Keywords: Leadership; Performance; Work Discipline

1. Introduction

In general, every employee has a clear vision and set of responsibilities to achieve the company's goals and aspirations. Employees and companies are partners who rely on and influence each other. Team performance determines the success of a company or organization. The better the management of a company's resources, the greater the profits it can generate. Therefore, the quality of employee performance is greatly influenced by their own attitudes and behavior.

In today's competitive business environment, companies strive not only to maintain their market advantage but also to create a productive and attractive workplace. When employees perform well, company productivity will automatically increase, goals become easier to achieve, and interpersonal relationships within the organization become more comfortable and harmonious.

Good performance is not only about the number of tasks completed, but also involves the quality of work, efficiency, and the way an employee carries out their responsibilities in alignment with the company's vision and mission. However, employee performance cannot reach its full potential without a supportive work environment, fair management, and policies that motivate them to continue growing.

Performance refers to the willingness of an individual or a group to carry out activities and complete them in accordance with their responsibilities, producing the expected results (Haji Mustaqim, 2022).

Employee performance is a reflection of the abilities, skills, and work outcomes demonstrated by an employee in carrying out their duties and responsibilities in the workplace. Human resources play a crucial role in determining the management within an organization. This means that performance in line with expectations can only be achieved when individuals possess the capacity and competencies that match the demands of organizational activities (Wahyu et al., 2021).

At Koperasi Tam Syariah, the achievement of installment targets fluctuates from year to year. Additionally, annual meetings and coordination sessions with members are regularly held every year for book-closing and other related matters. According to the installment target data obtained from Koperasi Tam Syariah, cooperative members are still inconsistent in making payments in accordance with the contracts agreed upon at the beginning. Based on an interview with the head of the cooperative, the monthly target for employees to acquire new members has not yet been optimally achieved. Furthermore, some tasks that should have been completed have not been carried out as expected.

One of the key components that determine the success of an individual or an organization is work discipline. Discipline is essential for maintaining productivity, efficiency, and the quality of outcomes in an increasingly competitive work environment. Discipline is not only about following rules, but also about demonstrating a commitment to one's responsibilities, consistency in meeting expectations, and integrity in carrying out tasks.

According to Muna and Isnowati, work discipline is an attitude of respecting, appreciating, obeying, and complying with applicable rules—both written and unwritten—and being willing to carry them out without avoiding the consequences or sanctions when violating the duties and authorities entrusted to an individual (Muna & Isnowati, 2022).

One of the rules implemented by Koperasi Tam Syariah to monitor the discipline level of its employees is through employee attendance. At this cooperative, the number of employee absences whether due to illness, permission, or other reasons has increased year by year. In an interview with the branch leader, it was stated that every morning there are always employees who arrive late, each with various reasons. This is unfortunate, as there is a scheduled morning agenda that includes a joint prayer, briefing, and daily performance evaluation.

In addition to work discipline, other factors also influence employee performance one of which is leadership. Leadership is a critical key to ensuring the success of an organization or group. In every organization, leaders play a crucial role in guiding, motivating, and influencing those around them to achieve the established goals collectively.

According to Runa, leadership is the process of influencing the activities of an organized group toward the determination and achievement of goals. Improved employee performance will drive the progress of the organization (Runa & Rahmat, 2020). Therefore, efforts to improve employee performance are the responsibility of the leadership, and leaders must consider the most appropriate leadership style to apply within the organization.

During the observation, it was found that the leader paid little attention to employee performance and exhibited an inefficient leadership style. In an interview with the leader, it was stated that the leadership style applied in the cooperative was a democratic leadership style, in which the leader attempts to involve subordinates in decision-making and encourages collaboration to achieve shared goals.

However, in practice, this leadership style has not been fully implemented, resulting in suboptimal leadership. This is due to the lack of firm demands regarding the tasks that employees are expected to complete. In fact, the democratic leadership style is participatory in nature, where the leader should know how to guide employees in working together to achieve organizational goals.

Yet, this has not been effectively carried out, as evidenced by employees' lack of seriousness in completing their tasks for example, sleeping during working hours and leaving the office for personal matters. The observation also revealed a phenomenon related to leadership skills, particularly adaptability. The leader showed limited ability to adapt to technological changes, resulting in difficulties keeping up with the demands of digitalization. This lack of adaptability has led some employees to also fall behind in learning technology, as the leader does not enforce clear expectations in this regard. Consequently, there are employees who rely on others to convert manual reports into digital formats. This situation inevitably affects the overall performance of the employees.

2. Preliminaries or Related Work or Literature Review

Work Discipline

Pranitasari and Khotimah define work discipline as a condition where employees consistently arrive and leave work on time, perform their tasks properly, comply with all company regulations, and adhere to prevailing social norms (Pranitasari et al., 2021). Essentially, discipline is an act carried out by employees with a sense of responsibility for their work, aimed at minimizing potential issues and preventing the occurrence of errors.

According to Kelvin Chandra Nata, work discipline is an attitude and behavior demonstrated by employees in carrying out, respecting, and obeying the rules established within an organization or company (Kelvin Chandra et al., 2021).

From these definitions, it can be concluded that work discipline is an attitude and behavior that reflects obedience, responsibility, and awareness to comply with the rules, social norms, and policies enforced in the workplace.According to Jufrizen and Fadilla Puspita Hadi, the indicators of work discipline include employee compliance with working hours, compliance with orders/instructions, proper use and maintenance of office equipment, neat appearance, and the use of official identification from the institution (Jufrizen & Fadilla Puspita, 2021).

Rani Anwar (2020) stated that work discipline refers to punctuality and compliance in carrying out tasks as instructed (Rani Anwar, 2020). This discipline greatly influences work productivity, as the level of discipline within an organization can affect the behavior of all its members. Without clear rules, discipline may decline. Meanwhile, according to Noorma Yunia (2021), performance is a measure or assessment of how well an individual or group performs a given task (Noorma Yunia, 2021). It includes the quality, quantity, and timeliness in completing the task. Therefore, high discipline will improve employee performance—the higher the level of employee discipline, the better their performance. When work discipline is high, employees tend to demonstrate better quality, quantity, and timeliness in completing their tasks. This is in line with the research findings by Arief Budi Santoso and Fitriyanti, who stated that each independent variable (leadership and work discipline) tested has a positive and significant effect on the dependent variable, namely employee performance (Arief Budi and Fitriyanti, 2020).

Leadership

Roswati Hutapea and Nasmah stated that leadership is an individual's behavior in directing an organization to achieve its goals (Roswati Hutapea and Nasmah, 2023). Leadership plays a crucial role in an organizational structure. A leader is not only responsible for implementing programs but also bears a greater responsibility—to involve all members of the organization, team, or community in active participation. Meanwhile, Hutahaean defined leadership as the ability and skill of a person to influence the behavior of others, whether they hold higher or lower positions (Hutahaean, 2023). In conclusion, leadership is the ability of an individual to influence, motivate, and direct others to work together with high spirit and commitment to achieve organizational goals. According to Ahya, the indicators of leadership include analytical ability, communication skills, courage, listening skills, and decisiveness (Ahya et al., 2020).

Leadership is one of the key elements that plays a significant role in a company's success in achieving its objectives. Furthermore, the way leadership is applied may vary across organizations depending on their specific conditions and employees' work schedules. Therefore, the proper implementation of leadership can enhance employee productivity and help balance overall organizational performance (Rini and Candra, 2024).

Meanwhile, employee performance refers to the ability to meet job requirements—specifically, when a work target can be completed within the designated time frame without exceeding deadlines, aligning with the company's morals and ethics. Thus, a leader who is able to provide clear direction, motivation, and adequate support will encourage employees to work more productively and achieve optimal results. Communicative and inspirational leadership also boosts work enthusiasm, loyalty, and employee engagement in achieving company goals, thereby positively impacting both individual and team performance (Luthfi and Bangun, 2024).

This aligns with the research conducted by Setyawan, which found that both leadership and work environment variables have a positive and significant effect on employee performance (Setyawan, 2022).

Employee Performance

Suharjo and Krisyanto stated that performance is the overall result of an individual's work during a specific period in carrying out tasks, such as meeting predetermined and mutually agreed-upon work standards, targets, or criteria (Suharjo and Krisyanto, 2024). Performance refers to the quality and quantity of work achieved by employees in fulfilling the responsibilities assigned to them.According to Hasibuan, employee performance is essentially the result of an employee's work over a certain period, compared to various possibilities such as standards, targets, goals, or criteria that have been previously established and mutually agreed upon (Hasibuan, 2021).

Based on these opinions, it can be concluded that employee performance is the achievement of an individual's work results in carrying out their duties within a certain period. These work results include aspects of both quality and quantity in accordance with the responsibilities given to the employee.According to Yulianto, there are five indicators used to measure employee performance: quality, quantity, timeliness, effectiveness, and independence (Yulianto, 2020).

3. Proposed Method

This research falls under quantitative research, aimed at generating explanatory findings regarding the influence of work discipline (X1), leadership (X2), and employee performance (Y). There are two independent variables, which are the influencing variables (X1 and X2), and one dependent variable, which is the variable being influenced (Y) by the independent variables. The focus of this study is on work discipline, leadership, and employee performance at Koperasi Tam Syariah KCP Tanjunganom Nganjuk.

Quantitative research generally emphasizes a more positivistic way of thinking, which centers on social facts derived from objective reality and other theoretical assumptions (Sri Sudewi et al., 2022). The data collection techniques in this study are based on two types of data: primary and secondary. The primary data used in this research were obtained through interviews, observations, and questionnaires, while the secondary data were sourced from books and journals.

Data processing in this study was conducted using SmartPLS software, as the research model is reflective in nature. The data collection method in this study involved questionnaires, in which respondents were given a set of written statements to respond to. The Partial Least Squares - Structural Equation Modeling (PLS-SEM) technique used in this research was conducted using SmartPLS version 3.0.

In this section, you need to describe the proposed method step by step. Explanations accompanied by equations and flow diagrams as illustrations will make it easier for readers to understand your research.

4. Results and Discussion
Data Analysis Results

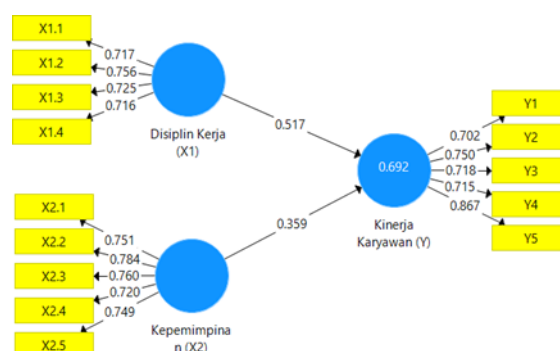**Figure 1 *Outer model***
Source: *Output Smart PLS*

Based on the PLS output diagram above, the factor loading values for each indicator can be seen above the arrows connecting the variables and indicators. The path coefficients, which represent the magnitude of the relationships between independent and dependent variables, can also be observed above the directional arrows connecting these variables.

In addition, the R-Square value, located inside the circle representing the dependent variable (employee performance), can also be seen.

Outer Model (Measurement and Indicator Validity)

There is a relationship model between variables and indicators. In this study, the relationship model between variables and indicators is reflective, where the variable acts as the cause of the indicators.

Convergent Validity

Convergent validity can be measured by examining the loading factor values in the outer loadings. The loading factor indicates the correlation between an indicator and its variable. If the value is greater than 0.7, the data can be considered to meet the requirements for convergent validity.

Table 1. *Outer loading (Factor Loading)*

	Work Discipline (X1)	Leadership (X2)	Employee Performance (Y)
X1.1	0.717		
X1.2	0.756		
X1.3	0.725		
X1.4	0.716		
X2.1		0.751	
X2.2		0.784	
X2.3		0.760	
X2.4		0.720	
X2.5		0.749	
Y1			0.702
Y2			0.750
Y3			0.718
Y4			0.715
Y5			0.867

Sumber: *Output Smart PLS* (Hasil Olah Data)

Table 1 above shows that the loading factor value is more than 0.7, so it can be concluded that there is a correlation between indicators and variables. Apart from using the loading factor value, you can also use the AVE value. Average Variance Extracted (AVE) value, which is a value that shows the magnitude of the indicator variance contained by the latent variable. If the convergent AVE value is greater than 0.5 then it shows good validity for latent variables. The following is the result of the AVE measurement model:

Table 2 *Average Variance Extracted* (AVE)

	Average Variance Extracted (AVE)
Work Discipline (X1)	**0.531**
Leadership (X2)	**0.567**
Employee Performance (Y)	**0.567**

Source: *Output Smart PLS* (Hasil Olah Data)

Based on the table above, it can be seen that the AVE test results for the work discipline variable is 0.531, leadership is 0.567, and intrinsic motivation is 0.567. Therefore, all three variables show values greater than 0.5. As such, all variables in this study meet the requirements for convergent validity.

Discriminant Validity

The measurement of indicator validity can also be seen from the cross loading table. If the cross loading value of each indicator for its respective variable is greater than the cross loading values of that indicator for other variables, then the cross loading can be considered valid. However, if the cross loading value is lower than that of the indicator on other variables, it is considered invalid.

Table 3 *Cross Loading*

	X1	X2	Y
X1.1	0.717	0.595	0.566
X1.2	0.756	0.566	0.600
X1.3	0.725	0.559	0.600
X1.4	0.716	0.607	0.572
X2.1	0.450	0.751	0.585
X2.2	0.668	0.784	0.622
X2.3	0.628	0.760	0.548
X2.4	0.565	0.720	0.527
X2.5	0.683	0.749	0.611
Y1	0.695	0.539	0.702
Y2	0.531	0.441	0.750
Y3	0.545	0.494	0.718
Y4	0.554	0.639	0.715
Y5	0.669	0.738	0.867

Sumber: *Output Smart PLS* (Data Processing Result)

Based on the table above, the cross loading results indicate that the correlation value between the construct/variable and its indicators is stronger than the correlation with indicators of other variables. In addition, the cross loading values for indicators within their respective variables are greater than 0.7. Therefore, all constructs between latent variables demonstrate good discriminant validity compared to indicators in other variables.

Composite Reliability

This reliability can be measured using the composite reliability value. A construct is considered to have good reliability if its composite reliability value is greater than 0.7. Each indicator used to measure the latent variable is considered consistent and stable in its measurement if it has a value above 0.7. In this context, a high composite reliability value indicates that each indicator variable has sufficient uniformity and reliability in reflecting the variable being studied.

Table 4 Composite Reliability

	Composite Reliability
Work Discipline (X1)	**0.819**
Leadership (X2)	**0.867**
Employee Performance (Y)	**0.867**

Sumber: Output Smart PLS (Hasil Olah Data)

Table 4 shows the results of the composite reliability test, in which the variable *work discipline* has a composite reliability value of 0.819, *leadership* 0.867, and *employee performance* 0.867. Each variable has a composite reliability value greater than 0.7, thus it can be concluded that all variables in this study are reliable.

In the PLS (Partial Least Squares) method, the relationship between variables reflects the degree of significant correlation among them. This correlation can occur between independent and dependent variables, as well as among the independent variables themselves. The closer the correlation value is to 1, the stronger the relationship between the variables. Understanding this pattern of relationships is crucial in the analysis and interpretation of the PLS model to obtain more accurate results.

Table 5 Latent Variable Correlations

	Work Discipline (X1)	Leadership (X2)	Employee Performance (Y)
Work Discipline (X1)	1.000	0.797	0.803
Leadership (X2)	0.797	1.000	0.771
Employee Performance (Y)	0.803	0.771	1.000

Sumber: Output Smart PLS (Hasil Olah Data)

From Table 5 above, it can be seen that the average correlation values between each variable are above 0.5. The highest correlation value is between the *work discipline* variable and *employee performance*, which is 0.803. This value indicates a stronger relationship compared to the correlations among the other variables.

Inner Model

The structural model evaluation can be observed through the **R-Square** value.

R-Square

R-square is the value used to assess the extent to which the independent variables (X1, and X2) affect the dependent variable (Y).

Table 6 *R-Square*

R-Square
0.692

Source: Output Smart PLS (Data Processing Result)

Based on Table 6 above, it is known that the R-Square value for employee performance is 0.692. This can be interpreted to mean that the variables *work discipline* (X1) and *leadership* (X2) are able to explain the *employee performance* variable (Y) by 69%, while the remaining 31% is explained by other variables outside the scope of this study.
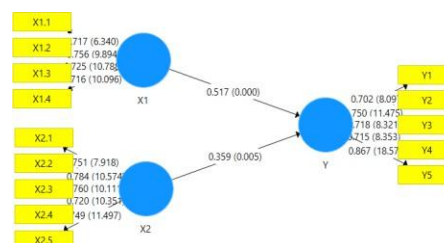
Hypothesis Testing

Figure 2 Inner model
Source: Output Smart PLS (Data Processing Result)

Table 7 Uji Hipotesis

Hipotesis	Independent	Dependent	Original Sample (O)	T-Statistic	P-Values
H1	Work Discipline	Employee Performance	0.517	3.920	0.000
H2	Leadership	Employee Performance	0.359	2.806	0.005

Sumber: *Output Smart PLS* (Data Processing Result)

The table above shows that the P-Values for each independent variable in relation to the dependent variable are less than 0.05, and the T-Statistics values are greater than 1.96. Therefore, the following conclusions can be drawn:

1. Hypothesis 1: It is assumed that work discipline has a positive effect on employee performance. This hypothesis is accepted because it has a P-Value of 0.000, which is less than 0.05, and a T-Statistics value of 3.920, which is greater than 1.96. Moreover, the original sample value is 0.517, indicating a positive value and relationship. Thus, the hypothesis stating that work discipline positively affects employee performance is accepted.

2. **Hypothesis 2**: It is assumed that leadership has a positive effect on employee performance. This hypothesis is accepted because it has a P-Value of **0.005**, which is less than 0.05, and a T-Statistics value of **2.806**, which is greater than 1.96. Furthermore, the original sample value is **0.359**, indicating a positive value and relationship. Therefore, the hypothesis stating that leadership positively affects employee performance is accepted.

The Influence of Work Discipline on Employee Performance

Based on the research conducted, the results show that work discipline has a positive effect on employee performance at Koperasi TAM Syariah KCP Tanjunganom Nganjuk. Therefore, the hypothesis stating that work discipline has a positive effect on employee performance at Koperasi TAM Syariah KCP Tanjunganom Nganjuk is accepted. This finding is consistent with the research conducted by Arief Budi Santoso and Fitriyanti, who stated that each independent variable (leadership and work discipline) tested had a positive and significant effect on the dependent variable, namely employee performance (Arief Budi & Fitriyanti, 2020).

The work discipline indicator with the highest factor loading value is compliance with orders/instructions. This indicator reflects that strengthening a work culture oriented toward procedural compliance is very important to improve. This can be achieved by providing more intensive socialization regarding work regulations. The implementation of work discipline plays a crucial role in supporting the enhancement of employee performance. Employees with a high level of discipline will be more organized in carrying out their tasks, obedient to company policies, and possess greater awareness and responsibility.

With discipline in place, the utilization of working time becomes more efficient, tasks can be completed within deadlines, and the quality of work results is more optimal. Moreover, consistent enforcement of work discipline can create a more professional and productive work environment. When all team members apply discipline in their work, teamwork will become stronger, the risk of errors can be minimized, and achieving company targets becomes easier.

Overall, work discipline has a direct impact on increasing the effectiveness, productivity, and quality of employee performance. Ultimately, this positively affects the overall growth and success of the company.

The Influence of Leadership on Employee Performance

Based on the research conducted, the results show that leadership has a positive effect on employee performance at Koperasi TAM Syariah Kcp Tanjunganom Nganjuk. Therefore, the hypothesis stating that leadership positively influences employee performance at Koperasi TAM Syariah Kcp Tanjunganom Nganjuk is accepted. This finding is in line with research conducted by Setyawan, which states that the independent variables (leadership and work environment) both have a positive effect on employee performance (Setyawan, 2022).

The leadership indicator with the highest factor loading value is communication skills. This indicator reflects that a leader must be able to communicate with various audience needs, such as subordinates, superiors, and colleagues. A competent leader can provide clear directions, motivate the team, and create a comfortable work environment that supports productivity. Support given, whether in the form of guidance, appreciation, or constructive feedback, will increase employee morale, making them more enthusiastic in completing tasks and achieving set targets.

Furthermore, good leadership also contributes to increased employee loyalty and attachment to the company. A communicative leader who can establish positive relationships with their team will create a more harmonious work atmosphere, so employees feel valued and are further encouraged to give their best performance. With effective leadership, not only individual productivity improves, but also the overall team performance, which ultimately positively impacts the achievement of organizational goals.

Conclusions

Based on the research conducted, work discipline plays an important role in improving employee performance by creating orderliness, efficiency, and responsibility in the workplace. Consistent application of discipline not only enhances individual productivity but also strengthens teamwork and professionalism in the work environment. Thus, work discipline directly contributes to the overall success of the company.

In addition to work discipline, effective leadership also plays a crucial role in enhancing employee performance by providing direction, motivation, and a conducive work environment. Good support and communication from leaders can increase employee loyalty and work enthusiasm, resulting in more optimal individual and team productivity, which ultimately has a positive impact on achieving organizational goals.

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