EXAMINING THE EFFECT OF LEADERSHIP BEHAVIOR ON WORK DISCIPLINE: A STUDY AT LOCAL WATER SUPPLY UTILITY (PDAM) IN MALANG, EAST JAVA

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Abstract

Leadership behavior towards work discipline has a constant emphasis on the role of leadership behavior and on the interdependence between behavior towards tasks, relationships, employee maturity and work discipline. The concept of applied leadership pertains to the engagement of subordinates in active participation within organizational activities. Leadership holds significant meaning within environmental organizations as it serves to exert influence and allocate resources towards the attainment of objectives. Leadership is significant in environmental organizations because it provides influence and guides resources toward accomplishing objectives. The aim of this research is to provide a comprehensive description and evaluation of employees' behavior in task completion, interactions within work relationships, and their level of maturity in adhering to work discipline. This study employs a measurement tool known as the Likert Scale, which consists of response options such as "strongly agree," "agree," "disagree," and "strongly disagree". The required data consists of both primary and secondary data. The findings of this study indicate that task behavior, relationship behavior, and employee maturity have a significant impact on employee work discipline. The significant influence of the independent variable on the dependent variable is shown by a contribution value of 6.23% with a significance F of 0.000. The remaining 3.37% is influenced by other variables outside the 3 variables studied, so the first hypothesis is accepted. The task behavior (X1), relationship behavior (X2), employee maturity (X3) have a significant impact on the employee work discipline variable (Y), therefore supporting the second hypothesis.

Keywords: *Leadership Behavior, Work Discipline*

1. INTRODUCTION

The involvement of the government in water management is essential, as stipulated in article 33, paragraph 3 of the 1945 Constitution, which states that earth, water, and natural resources must be controlled by the state and used for the prosperity of the people (Anonymous, 2002b). In this context, Local Water Supply Utility (PDAM) has tremendous potential for development. PDAM can serve both as a provider of essential services to the community and as a profitable commercial enterprise for the organization. Furthermore, Malang City possesses significant marketing potential. At the moment, service coverage reaches only 60,000 connections, or approximately 41%, and individual access to pure water is challenging in some of Malang City's neighborhoods. Therefore, there is still a substantial opportunity to expand PDAM services.

As a result of globalization, trade liberalization, deregulation, and advancements in information technology, the current business environment is undergoing accelerated transformation. The aforementioned statement creates a new reality where competition is becoming increasingly severe. Anticipating actions for tomorrow can be challenging due to the inherent uncertainty and the possibility of unforeseen circumstances arising. Hence, it is imperative for organizations to foster collaboration among their diverse resources in order to achieve substantial

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growth, enhance resilience against many challenges, and attain exceptional performance in the competitive marketplace. In order to achieve success, leaders must possess expertise, skills, and abilities in the field of human resource management. To maximize the contributions of team members towards the advancement of the organization, it is important to emphasize discipline in carrying out of duties and responsibilities. Achieving organizational objectives is the primary focus of both public and private organizations. The achievement of an organization's objectives and initiatives is depending upon the competence of its workforce to effectively execute tasks aligned with their respective fields and duties. According to Thoha (2001), effective leadership requires the ability to exert influence and guide all accessible resources in order to attain organizational objectives.

In order to facilitate the effective performance of organizational members, it is imperative to have a leader who possesses the ability to exert influence and effectively allocate resources towards the attainment of objectives. The function of leadership is of utmost importance in the successful implementation of work within an organization. Consequently, the position of a leader holds a major role in the context of maintaining discipline (Thoha, 2001). According to Simamora's and Thoha's (1997), discipline is a systematic approach implemented to address and rectify situations where subordinates have contravened established rules or processes within an organization. Discipline can be regarded as a manifestation of employee self-regulation, serving as an indicator of the work team's commitment within an organizational context. Disciplinary action becomes necessary for the enforcement of penalties of employees who do not fulfil specified standards. An effective disciplinary method focused on addressing the employee's incorrect performance rather than their attitude. Misapplication of disciplinary actions can have negative consequences for both the individual employee and the overall organization. Hence, it is imperative to exercise prudence and avoid hasty implementation of disciplinary procedures.

In the context of organizational dynamics, leadership is characterized by the capacity to effectively mobilize, direct, and exert influence on subordinates or members of an organization, with the ultimate objective of attaining shared accomplishments. This concept entails three implications: firstly, leadership necessitates the utilization of influence and interpersonal interactions, which can involve a multitude of leadership aspects. Second, leadership emphasizes the significance of effective communication, because communication can influence the behavior and performance of organizational members. Effective leaders must be able to connect individual, group, and organizational objectives to achieve collective success.

Every organization, such as PDAM which operates as a service provider to the public in Malang requires the presence of effective leadership behavior. The leaders at PDAM in Malang demonstrate behavior that is crucial for all organizations, given their role as a commercial entity responsible for providing community services. The leader has effectively established a favorable work environment by carrying out of their duties, fostering relationships, encouraging on staff development, and enforcement of work discipline. Leaders distribute task authority to their employees, when they encounter difficulties in understanding the assigned work, the leaders offer explanations and instructions until the subordinates achieve a comprehensive understanding. The completion of tasks is not determined upon a specific timeframe; rather, the focus lies on executing the task effectively and in accordance with the set requirements. During carrying out of responsibilities, supervisors consistently ensure that subordinates work with utmost dedication. In the context of the connection between leaders and subordinates at PDAM in Malang, leaders play a

crucial role in providing their subordinates with the necessary support and motivation to enhance their work performance. Every month, the leader and employee conduct meetings and discussions where employees are free to express their opinions. This allows problems to be solved collaboratively, establishing a work environment that all parties desire.

The employee maturity approach implemented at PDAM Malang City entails the categorization of personnel attributes into two distinct dimensions: capabilities and willingness. Through work experience and education, employees develop their skillsets. Extensive experience holds significant value as a great asset for the future. The acquisition of diverse information from multiple fields engenders a sense of aspiration and self-assurance in undertaking activities. At this point, employees have both the drive and self-assurance necessary to progress.

The organization maintains a strict commitment to work discipline, which includes ensuring that employees adhere to the regulations regarding their activities. PDAM operate Monday through Friday from 8:00 am to 16:00 pm, and on Saturday from 7:00 am to 14:00 pm. Despite the lack of explicit delineation, all employees diligently adhere to the appropriate rules. When presented with a task assigned by a leader, subordinates swiftly do their duty and assume responsibility for its completion. Presently, among intricate transformations in diverse aspects of existence, particularly economic transformations stemming from the multifaceted crisis that commenced in 1997, the conduct of leaders has emerged as a key determinant. In conjunction with various other elements, the presence of proficient and capable executives is vital. Effective leadership requires the capacity to exert influence and offer guidance, enabling personnel to effectively carry out their duties in alignment with the established regulations of the organization. In order to encourage work discipline, individuals must possess the ability to adapt to the situation and conditions of the organizational environment.

2. RESEARCH METHOD

A research method is a technique used to comprehend the object at the center of a problem or issue. In the context of the problems and objectives in this research, this study classified as a survey research. In accordance with the concept proposed by Singarimbun and Effendi in 1989, the survey can be categorized explanatory research, which seeks to explain the cause and effect relationship between variables through hypothesis testing. The operational definition of this research formulated in detail consisting of concepts, variables, indicators and items. The participants in this research were limited to those holding positions of authority within the PDAM offices in Malang, specifically managers, assistant managers, and division heads. This was determined based on the organizational structure chart of the PDAM in Malang.

The primary data acquired in this study consists of qualitative ordinal data. Consequently, a Likert scale can be employed to quantitatively measure the data. The Likert scale measures the attitudes, opinions, and perceptions of an individual or group regarding social phenomena. The Likert scale is utilized to assess variables by dividing them into sub-variables, which are subsequently deconstructed into measurable components. Subsequently, these measurable components represent the foundation for constructing instrument items in the form of queries or statements, which are subsequently responded to by participants. For quantitative analysis, responses and respondents will be assigned a score, with each item's responses graded from 1 to 4. The study's population is limited to the 65 structural authorities of PDAM Malang who hold positions as managers, assistant managers, and division heads. The sample contained 56 employees

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from PDAM Malang. In the meantime, the sampling technique utilized in this study was stratified random sampling (Singanmbun, 1995).

The obtained data sources include both primary and secondary data sources. The data collection methods used in this research are interviews, documentation and questionnaires. The determination of an instrument item's validity can be achieved by comparing the correlation index at a significance level of 5%. The validity of the query is determined by the statistical significance of the correlation result, which is considered legitimate if the probability is below 0.05 (5%), and invalid if it is equal to or greater than 0.05.

This study utilizes statistical data analysis, wherein one of the primary roles of statistics is to condense extensive research data into more accessible and comprehensible information. Furthermore, statistics serves to compare the outcomes derived from data analysis with the observed real-world outcomes, thereby examining the association between the variables under investigation. The present study incorporates the examination of hypotheses, specifically focusing on the assessment of both simultaneous and partial effects of independent factors on dependent variables. After obtaining the regression data, the subsequent step involves conducting a hypothesis test to evaluate the null hypothesis, employing an alpha significance level of 5% (0.05).

3. RESULTS

At the end of 1998, Malang inhabited by around 778,202 residents, was the second largest city in East Java after Surabaya, the provincial capital. Given its territorial boundaries, Malang occupies an area of 110,05 km2 between south latitude 7°61' and 8°21' and east longitude 112°61' and 112°71'. The Malang Municipality area is a plateau between 339 and 662.5 meters above sea level, with Tlogowaru and Lowokwaru Village being the lowest point. Due to the relatively elevated geographical position of Malang, the city has cool air with an average temperature of 24.13 C and humidity of 72% and average rainfall of 1883 mm/year. Malang's origins can be traced back to the region's topography, which includes mountainous terrain and the Brantas River. The conditions of the land in the Brantas River region are extremely favorable.

The job description and work procedures pertain to the AT LOCAL WATER SUPPLY UTILITY, a government-owned firm under the jurisdiction of the Malang City government. This entity serves as a regional autonomy instrument and is primarily involved in the management of drinking water resources. The execution of its primary obligations and responsibilities is entrusted to the Regent through a specialized entity known as the Supervisor. Respondents in this study were 56 people consisting of Managers, Assistant Managers and Division Heads. The table presented a comprehensive overview of the data collected, as well as the research findings, data regarding age, duration of service, gender, and educational level of the respondents.

1. Respondents based on age.
   It was explained that the respondents aged between 21-25 years were 7 employees or 12.5%, respondents aged 26-30 years were 9 employees or 16.07%, respondents aged 31-35 years were 8 employees or 14.28%, respondents aged 36-40 years were 7 employees or 12.5%, respondents aged 41-45 years were 8 employees or 14.28%, respondents aged 46-50 years were 7 employees or 12.5%, respondents aged 51-55 years were 6 employees or 10.7%, respondents aged 56-60 years were 4 employees or 7.14%. The data indicates that the

majority of respondents or employees employed at PDAM are between the age range of 26-30 years.

2. The participants were categorized according to their gender. The distribution of gender among the PDAM workforce is as follows: 51 male respondents, which represents 91.07%, and 5 female respondents, representing 8.93% of the total. Furthermore, it might be stated that a significant proportion of those surveyed, who are employed at PDAM, are of the male gender.

3. The participants in this study were categorized according to their educational level. Indeed, the respondents consisted of 7 individuals, accounting for 12.5% who had completed a Diploma. 46 respondents, containing 82.14% possessed a Bachelor's degree. There were 3 respondents, equivalent to 5.36% of the participants, who held a Master's degree. Therefore, the majority of participants possessed a bachelor's degree.

The analysis in this research using descriptive statistical analysis is a method employed to ascertain the frequency distribution of participants based on the compiled questionnaire responses obtained by the researcher. A total of 70 questionnaires were distributed. The independent variables including task behavior (X1), relationship behavior (X2), employee maturity (X3), and employee work discipline (Y) as dependent variable. The frequency distribution is obtained from the tabulation of respondents' answer scores.

The task behavior variable is measured by five indicators. First, objectives that must be attained: setting objectives that must be attained, determining work procedures. Second, organizing work: the distribution of tasks, determining worker schedules. Third, setting time limits: setting time constraints for task completion, operating hours. Fourth, provide specific direction: work completion, the utilization of work completion techniques. Fifth, routine reports: supervision of work performance, report on work performance. The results of recapitulation of the frequency distribution of respondents' answers was the relationship between behavioral variables and tasks (x1), is proven by the following table:

| ITEM | RESPONDENT'S ANSWER SCORE | | | | | | | | Mean |
| | A (4) | | B (3) | | C (2) | | D (1) | | |
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	
1. Setting Objectives that Must be Attained	-	-	43	76.8	13	23.2	-	-	2.77
2. Determining Work Procedures	-	-	38	67.9	18	32.1	-	-	2.67
3. The distribution of Tasks	-	-	45	80.4	11	19.6	-	-	2.80
4. Determining Worker Schedules	-	-	46	82.1	9	16.1	1	1.8	2.85
5. Setting Time Constraints for Task Completion	-	-	44	78.6	12	21.4	-	-	2.78
6. Operating Hours	-	-	41	73.2	3	5.4	12	21.4	3.16
7. Work Completion	2	3.6	54	96.4	-	-	-	-	3.03
8. The utilization of Work Completion Techniques	6	10.7	49	87.5	1	1.8	-	-	3.08
9. Supervision of Work Performance	16	28.6	40	71.4	-	-	-	-	3.28
10. Report on Work Performance	11	19.6	45	80.4	-	-	-	-	3.19
Mean									2.961

source: primary data processed 2004

Figure 1. Relationship between behavior and task (X1)

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Following the aforementioned analysis, it was seen that among the 56 people under examination, the distribution of behavioral elements within relationships revealed a prevailing inclination towards unfavorable employee relationship behavior (X2). The average score obtained was 2.977. The perceptions are categorized based on each question item, specifically: the provision of work support (with an average score that is clearly defined), and the provision of motivation (with an average score of 2.87, indicating a negative categorization). The provision of work support also received an average score that is clearly defined, whereas the provision of motivation received an average score of 3.

Employee Maturity (X3) is measured by 2 indicators, namely capability as a result of acquired experience and Engaging in work training activities. The item include: Experience gained, Advantages of skill in training, The level of self-assurance in performing the task and Willpower that drives motivation to move forward. The results of the recapitulation of the frequency distribution to the items can be seen in the following table:

ITEM	RESPONDENT'S ANSWER SCORE								Mean
	A (4)		B (3)		C (2)		D (1)		
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	
1. Experience gained	-	-	45	80.4	11	19.6	-	-	2.80
2. Advantages of skill in training	2	3.6	39	69.6	15	26.8	-	-	2.76
3. The level of self-assurance in performing the task	7	12.5	48	85.7	1	1.8	-	-	3.10
4. Willpower that drives motivation to move forward	26	46.4	30	53.6	-	-	-	-	3.46
Mean									3.03

source: primary data processed 2004
Figure 2. Employee Maturity Table (X3)

Based on the analysis of data collected from a sample of 56 respondents, it can be shown that employee perceptions of employee maturity (X3) tend to be predominantly positive, as indicated by an average score of 3.03. This finding is considered positive. The perceptions are categorized based on each question item, specifically: the experience gained (average score of 3.10), and willpower that drives motivation to move forward (average score of 3.46).

Employee work discipline is assessed using four indicators, which include commitment to working hour regulations, punctuality in task execution, compliance to task finishing guidelines, and commitment to workplace rules and regulations. Indicators of discipline pertaining to relevant regulations and rules encompass following to predetermined work provisions and complying with applicable regulations. Indicators of adherence to official orders involve executing directives from superiors with a strong sense of responsibility and obedience. Additionally, indicators of discipline in fostering collaborative efforts include possessing a comprehensive understanding of one's assigned domain and offering assistance to colleagues facing challenges. Based on the findings from the sample of 56 participants, it can be observed that the overall employee perceptions of employee work discipline (Y) were predominantly positive, as indicated by an average score of 3.30. This score was deemed to be indicative of a favorable perception. The perceptions are categorized based on each question item, namely the level of discipline exhibited when performing tasks (mean score Y1 = 3.01). This finding can be attributed to the fact that 16.1% of the participants indicated a consistent lack of discipline in task execution.

Independent Variable	B	r2	t	Significant t	Description
Task Behavior (X1)	0.492	0.2498	4.142	0.000	Significant
Relationship Behavior (X2)	0.274	0.081	2.143	0.037	Significant
Employee Maturity (X3)	0.548	0.139	2.910	0.005	Significant
Constant	-2.919				

R : 0.789
R (Square) : 0.623
F Table : 4.02
F Count : 28.608
Significant f : 0.000
F Table : 4.02

source: primary data processed 2004

Figure 3. Tests result of leadership behavior in relation to employee work discipline

The F test was used to determine the validity of an interconnected influence between the independent variables (X) consisting of task behavior (X1), relationship behavior (X2), employee maturity (X3), and the dependent variable consists of employee work discipline (Y). The table above reveals that the calculated F value is 28.608 with a significant F of 0.000.

Regarding the examination of the outcomes pertaining to the second hypothesis, which was assessed utilizing the t-test to ascertain the extent to which the independent variable impacts the dependent variable as follows;

1. The results of the regression analysis between task behavior (X1) and employee work discipline (Y) revealed a value of Sig t (0.000) a (0.05), which indicates that the variable per behavior on task (X1) has a significant effect.
2. The results of the regression analysis between relationship behavior (X2) and employee work discipline (Y) indicating significance or influence.
3. The results of the regression analysis between employee maturity (X3) and work discipline (Y) demonstrates significant results or a significant relationship.

The analysis on task behavior (X1) has a significant effect on employee work discipline with a T value of 4.142 and a significance level of n 0.000a=0.05(5%). This is consistent with Hasibuan (2002), who asserts that a variety of factors influence the work discipline of organizational employees, including:

a. Goals and capabilities
b. Model of leadership
c. Remuneration
d. Supervision is provided
e. Disciplinary actions
f. Firmness
g. Human associations
h. Human relationships

The analysis of employee maturity (X3) indicate that overall is good with an average employee perception score of 3.03. The weakness of this variable still lies in several items that received negative employee perception scores.

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Human relationships

The analysis of employee work discipline (Y) indicate with an average employee perception score of 3.30. This is a condition that the company expects, as good employee work discipline will allow the company to achieve its maximum goals, as delays in completing work will be avoided with good work discipline.

4. CONCLUSION

The description of the four variables is considered satisfactory due to the fact that each variable task behavior (X1) exhibits an average score of 2.961, which is deemed satisfactory and falls within the positive range. Similarly, each variable associated with relationship behavior (X2) demonstrates an average score of 2.977, which is also considered satisfactory. In the domain of positive attributes, the level of employee maturity (X3) has a mean score of 3.03, indicating a commendable performance. In the domain of employee work discipline (Y), there is a notable level of positivity, as evidenced by the average score of 3.30, which is considered to be satisfactory. The influence of the independent variable on the dependent variable is deemed substantial, as evidenced by the contribution value of 6.23 and the statistically significant F value of 0.000. The remaining 37.7% is influenced by additional variables beyond the scope of the three variables that were examined in this study. Therefore, the first hypothesis is embraced. The variables of task behavior (X1), relationship behavior (X2), and employee maturity (X3) exhibit a noteworthy impact on the variable of employee work discipline (Y), hence providing confirmation for the second hypothesis.

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