INFLUENCE OF LEADERSHIP AND DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES

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ABSTRACT

The purpose of this study was to determine and analyze the influence of leadership on employee performance, to determine and analyze the influence of discipline on employee performance and to determine and analyze the influence of leadership and discipline to employee performance taps Tirtanadi headquarters of North Sumatra province.

This study uses the theory of HRM related to Leadership, Discipline and Employee Performance. The approach used in this study is associative approach. The population in this study were all employees of PDAM Tirtanadi North Sumatra Province, amounting to 265 people, while the samples meet the criteria of sampling observations made amounted to 158 people using the formula slovin. Data collection techniques in this study using a questionnaire technique. Data analysis techniques in this study using Classical Assumption Test, Multiple Regression, Hypothesis test (t test and F test), and the coefficient of determination. The data in this study using SPSS software program (Statistics Package for the Social Sciences) version 24.00.

Partially known that leadership has a positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province. Partially known that the discipline has a positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province. Simultaneously known leadership and discipline have a significant positive effect on employee performance taps Tirtanadi headquarters of North Sumatra province.

Keywords: Leadership, Discipline and Employee Performance.

INTRODUCTION

Human resources is one of the organizations supporting untur, can be defined as a man who worked in the environment of an organization, seabagai mover in achieving its objectives. People who have the competence that is an asset and serves as a vital non-material capital within the organization. There are two reasons why human resources is referred to as the element most vital to the organization that is the first, human resources affect the efficiency and the Effectiveness of the organization, designing and producing goods and services, oversee the quality, market products, allocate financial resources and determine the whole purpose and organizational strategy. Second, human resources is an expense of doing business organization,

Human resources who occupy the position of leaders and members is an important factor in any organization or agencies both government and private sector, especially to achieve organizational goals. Because the success or failure of an organization or institution is influenced by the human factor, the operator of the work.

The organization is an appropriate container or two or more people who have ties of cooperation in order to achieve a common goal. People who are in an organization has an ongoing relationship. This sense of connection, it does not mean a lifetime membership. But on the contrary, organizations face constant change in their
membership, even though at the time they become members, people in the organization to participate regularly (Ismainar, 2018: 2).

With the direct participation and regularly resulted in the execution of the work is the performance to achieve the goals of the organization or agency. Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of results associated with the vision of an agency assigned to an organization or company and to know the positive impact and the negative impact of an operational policy (Rismawati and Mattalata, 2018: 2).

Employee performance are both very important for the company to achieve its goals. If the employee's performance decreases, it will cause a slow company in achieving its objectives. Therefore, the performance of employees need to be considered in order to achieve the maximum goal. The success on the employee's performance in achieving the maximum is also necessary leadership and discipline of employees.

Leadership is a behavior with a specific purpose to influence the activities of the members of the group to achieve a common goal which is designed to give you the benefit of individuals and organizations, so that an organization's leadership is a very important factor in determining the achievement of the goals set by the organization (Mustafa and Maryadi, 2017: 46).

Leadership is the central point and policy makers of the activities to be implemented within the organization. Even now it can be said that the progress made and setbacks experienced by the institution is determined by the role of leader. Leadership in the organization / company is very important for a good and effective leadership able to build, encourage and promote a strong culture within the company, and ultimately achieve success.

In addition to the leadership of discipline is also a factor supporting the performance of employees in an agency or organization. Labor discipline is an order or regulation made by the management of an organization, authorized by the board of directors or owners of capital, agreed upon by the union and recognized by the Department of Labor so people who are members of the organization are subject to the discipline, with a sense of fun heart so formed through a process of a series of behaviors that show the values of obedience, obedience, regularity and order (Afandi, 2011: 1).

Labor discipline is awareness and willingness to obey all company rules and social norms in force. Consciousness is the attitude of someone who voluntarily obey all the rules and be aware of their duties and responsibilities, while the willingness is an attitude, behavior and actions of a person in accordance with company rules both written and unwritten. Discipline is a condition or deference there is on the employee to the company rules and regulations (Sutrisno, 2009: 97).

Tirtanadi company PDAM water and wastewater treatment the government as a source of regional revenue Provincial Government of North Sumatra. To anticipate the demand for water by people in the next ten years has prepared and planned water development with a capacity of 3000 liters / sec. Efforts to always strive to meet the public demand for clean water intended to support the improvement of society in economic development.

Based on the initial survey conducted by the author, there are several problems that exist in the Central Office taps Tirtanadi North Sumatra province is the low performance of employees. This is evidenced by still many employees who are not on time when in the office, there are still some employees who look relaxed and extended time off at lunch. With the working atmosphere as it could result in the performance
generated by the employee is not whether or not the maximum, then the lack of attention to the employee leader, causing decreased performance of employees.

The low quality of the performance shown by the employees of the Central Office of North Sumatra Province taps Tirtanadi certainly related to leadership adopted by leaders. Because leadership is an influence activities, directing the behavior of subordinates or others to achieve the goals of the organization or group.

LITERATURE REVIEW
1. Performance
In carrying out its activities, the employees produce something called performance. Performance is the result of an employee during a certain period compared with a range of possibilities, for example, standards, targets / objectives or criteria that have been determined in advance and agreed. Performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with the authority and responsibilities of each, in order to attempt to achieve organizational goals legally relevant, is not unlawful in accordance with the norms and ethics. According to Rismawati and Mattalata (2018) The performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of results associated with the vision of an agency assigned to an organization or company and to know the positive impact and the negative impact of an operational policy.

According to kaswan (2012, hal.187) performance is a result or a person's overall success rate during certain periods of duty dibandingankan with various possibilities, such as the standard of work, target or targets, or criteria that have been determined in advance and have been agreed.

Meanwhile, according to Soeprihanto in (Fahmy et al., 2014: 179) work performance or achievement is the result of an employee during a specific time period, such standards, targets, goals or criteria that have been determined in advance and agreed. According to Fattah (2017 :8) work performance or achievements derived from the English word (performance) is the desired outcome of the behavior. The point is that the performance is the result of the performance in executing a job.

Bernadin, Kane and Johnson in (Akdon, 2011: 166) defines performance as the outcome of the hard work of the organization in realizing the strategic objectives of an organization, customer satisfaction as well as its contribution to the economic development of society. From the opinion of the experts can be concluded that the performance is a result of work in quantity and quality that can be achieved by a person or group within an organization or company during a specific time period.

Performance problems in organizations caused by many factors. According to Marwansyah (2016: 234) performance factors are grouped into four factors:
1) Knowledge or skills
2) Environment
3) Resource
4) Motivation

The explanation of the above factors are:
1) Knowledge or skills
2) Environment
3) Resource
4) Motivation
Meanwhile, according Prawirosentono (in Nofriansyah, 2012, p.26) says that the factors that affect performance are:
1) Effectiveness and Efficiency
2) Authority and Responsibility
3) Discipline
4) initiative

2. Leadership

Leadership is one dimension of competence is crucial to the performance or the success of the organization. The essentials of leadership is how to influence others to become effective. Leadership is an art, because the approach everyone in the lead person is different depending on the characteristics of the leader, the characteristics of the task and the character of those they lead.

According Wijono (2018: 4) leadership is an attempt of a leader to be able to realize the goals of individuals or organizational goals. therefore, leaders are expected to influence, support, and motivate his followers are willing to implement them excited in achieving the desired goals of individuals and organizations.

According to Mustafa and Maryadi (2017: 46) leadership is a behavior with a specific purpose to influence the activities of the members of the group to achieve a common goal which is designed to give you the benefit of individuals and organizations, so that an organization's leadership is a very important factor in determining the achievement of organizational goals which have been set.

Meanwhile, according Martoyo (Mujiati et al., 2009 :180) is the overall leadership activities in order to influence the people to cooperate to achieve a goal that is desirable together. According Sutrisno (2009, hal.213) defines leadership is a process of moving a person to another person, to do something in order to achieve the expected results.

Based on the understanding of leadership from some experts in the above it can be concluded that leadership is the ability to influence others with certain characteristics to be able to work in accordance with the expected goals and desires.

According Asmendri in (Kristiawan, et al., 2017 :117) behavior in performing the task of a leader is influenced by several factors:
1) Internal factors, a factor that comes from within the leader himself
2) Factors that comes from a group led
3) Factors led the institution
4) Factors legal
5) Social environmental factors

According to Rival, et al., (2014, hal.232) leadership consists of the following indicators:
1) To be responsible
2) High integrity
3) Godly
4) Exemplary
5) Fostering integrity

3. Discipline

Discipline is the sixth operative functions of human resource management. Discipline is the most important function of HRM operative, because the better the
higher employee discipline achieves performance. Without discipline and good employees is difficult for companies to achieve optimal results.

According Agustini (2010 :70) labor discipline is an attitude and behavior that intend to obey all rules of the organization based on the self-awareness to adapt to the rules of the organization. According Prijodarminto in Agustini (2010 :70) discipline is defined as a condition which is created and developed through a series of behaviors that show the values of obedience, obedience, loyalty, regularity and or order. Attitudes and behaviors thus created through a process of guided family, education and experience or the introduction of environment. Discipline will make one can distinguish what things are supposed to do and what not to do. According Hasibuan (in Agustini, 2010 :72) labor discipline is awareness and willingness to obey all company rules and social norms in force. Good discipline reflects the magnitude of one's responsibility towards the tasks assigned to him. It will encourage morale, morale and the realization of organizational goals. Discipline employees would speed up the company's goals, while poor discipline would be prohibitive and slow down the achievement of corporate goals. From the above it can be concluded that the discipline is the attitude of one's readiness and willingness to abide by and comply with the rules and norms prevailing around it.

According Siagian (2015: 305) there are two types of discipline in the organization, the discipline of preventive and corrective discipline. Is a preventive disciplinary measures that encourage employees to adhere to the various provisions in force and meet the standards that have been set by the company.

Corrective discipline is if an employee who violates the provisions in force in the company / organization or fail to meet the standards that have been set, to him subject to disciplinary action. According Afandi (2011 :10) factors that affect the discipline are: leadership, reward system, ability, remuneration, justice, inherent supervision, penal sanctions, decisive factor and human relations.

Based on the description that has been described above, the writer makes this study at the Central Office taps Tirtanadi of all the activities carried out, finally ending when the leadership and discipline improved the performance of employees will increase.

a. Influence Leadership on Performance

Leadership positive and significant effect on the performance of the employee, the higher leadership given the more positive and increasing employee performance.

This is supported by research conducted by Muizu (2014), Sami'an and Aprilian (2013) and Isvandiari (2018) concluded that leadership and significant positive effect on employee performance.

b. Influence Discipline on Performance

Work discipline has a positive and significant influence on employee performance. This shows that with a good state of work discipline to follow the rules so as to improve employee performance. Because the performance of employees is the amount produced and the amount of each resource that is used during ongoing production.

This is supported by the results of previous studies conducted by NataliyaS and Primadi (2017), Jufrizen (2018), Meilany and Ibrahim (2018) concluded that there is significant influence between the variables of discipline on performance.

c. Influence Leadership and Discipline on Performance

From the above it can be concluded that the enhanced leadership and discipline when it will be better the performance obtained the good and positive impact on the
company or organization, if the employee's performance positively and significantly increases the faster company or organizations to achieve common goals.

Based on previous studies conducted by Isvandiari (2018), Arifudin (2017) and Reni (2017) concluded that leadership and discipline simultaneously positive and significant effect on employee performance.

**Hypothesis**

General hypothesis is temporary answer to the problem because the presumption that still remains to be substantiated.

According Sugiyono (2016 hal.96) stated that the hypothesis is a temporary answer to the formula research problem has been expressed in the form of a question sentence. Is said to be temporary, because new answers given are based on the relevant theory, not based on empirical facts obtained through data collection.

From the studies contained in the theoretical, problem definition and conceptual framework. The hypothesis can be put forward in this study are:

1. Leadership effect on employee performance PDAM Tirtanadi North Sumatra Province.
2. Discipline affects the performance of employees at PDAM Tirtanadi North Sumatra Province.
3. Leadership and discipline simultaneously influence employee performance PDAM Tirtanadi North Sumatra Province.

**RESEARCH METHODS**

In this study, the type of study is a quantitative approach and associative. Where seen from the data type of research study something is not deep or superficial, requiring relatively short time.

According Sugiyono (2016 :14) quantitative research method can be interpreted as a method of research that is based on the philosophy of positivism, is used to examine the population or a particular sample. The sampling technique is generally done at random, using a data collection instrument of research, quantitative data analysis / statistics with the aim to test the hypothesis that has been set. According Sugiyono (2016) associative research is research that aims to determine the relationship of two or more variables. In this study will be constructed a theory that serves to explain, predict and control the symptom.

The population in the study were all employees of PDAM Tirtanadi Sisingamangaraja Road in North Sumatra Province, amounting to 265 pegawai. Bila large populations and researchers may learn all there is in the population, for example, because of limited funds, manpower and time that researchers can use the sample drawn from the population that. Mechanical determination of the number of samples taken as respondents in this research is to use the formula Slovin formula calculation result obtained 158 the number of samples used in this study.

The collection of data is a process of collecting primary data and secondary research. The collection of data is a very important step because the data collected will be used for solving the problem under investigation or to test the hypotheses that have been formulated. (Siregar, 2012: 130).To obtain a complete and accurate data in this study, the research using data collection techniques by using ; Interview (Interview), Documentation Studies, Questionnaire (questioner)

Techniques and instruments used in the study was a questionnaire (questionnaire). The questionnaire was distributed to all of the sample is officer Tirtanadi PDAM Medan
in North Sumatra Province. Data analysis techniques used in this research is quantitative, which examine and analyze the data with the calculation of figures and then draw conclusions from these tests, with the following formula. Multiple Linear Regression, Testing Assumptions Classical, Normality Test, Test multicolinearity, Test Heteroskidastity, hypothesis Testing, Testing t (Partial Test), Test F (Simulation)

RESULTS AND DISCUSSION

a. Classic assumption test

In multiple linear regression, known as multiple regression some classical assumptions or known as BLUE (Best Linear Estimation unbias). Pengujian classical assumption simply aims to identify whether the regression model is a good model or not. Ada some simple classical assumption test aims to identify whether the regression model is good or not. There are some classic assumption test are:

1) Normality

Data normality test done to see if the regression model, the dependent variable and independentnya have a normal distribution or not, if the data spread around the diagonal line and follow the direction of the diagonal line of the regression model meet the assumption of normality.

![Normality Test Results](image)

Figure 1. Normality Test Results
Source: SPSS 24.00

Based on the figure 1 above it can be seen that the data spread means that the data follow a diagonal line between the dependent variable and the independent variables have a relationship or a normal distribution or meet the normality assumption test.

2) Multicolinearity

Multicolinearity test used to determine whether the regression model found a high correlation among the independent variables, with the following provisions:

a) When tolerance < 0.1 or equal to VIF > 5 then there is a serious multicollinearity problem.

b) When tolerance > 0.1 or equal to VIF < 5 then there is no multicollinearity problems.

With SPSS version 24.00 then multicollinearity test results can be obtained as follows:
Table 1. Test Results Multicollinearity

<table>
<thead>
<tr>
<th>Model</th>
<th>collinearity Statistics</th>
<th>tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td>0.830</td>
<td>1.205</td>
<td></td>
</tr>
<tr>
<td>WORK DISCIPLINE</td>
<td>0.830</td>
<td>1.205</td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: PERFORMANCE OF EMPLOYEES

Source: SPSS 24.00

Based on Table IV. 6 above can be seen that the value of Variance Inflation Factor (VIF) for leadership variable (X1) of 1,205 and discipline variables (X2) is 1,205. Of each independent variable has a value less than a value of 10. Likewise, tolerance value on leadership variable (X1) of 0.830 and discipline variables (X2) is 0.830. Of each variable tolerance value greater than 0.1 so that it can be concluded that no symptoms of multicollinearity between the independent variables are indicated on each independent variable tolerance value greater than 0.1 and VIF smaller than 10.

3) Heteroskedatisty

Heteroskedatisty test conducted to determine whether the regression model occurred inequality residual variance from one observation to another observation. To determine whether or did not happen in the regression model Heteroskedatisty this study, the analysis is carried out by informal methods. Heteroskedatisty informal methods in testing the method and the method scatterplot graph. Basic analysis is as follows:

a) If there are certain patterns, such as dots form a regular pattern that has occurred Heteroskedatisty.

b) If there is no clear pattern and dots spread irregularly, then there is no Heteroskedatisty.

With SPSS version 24.00 then Heteroskedatisty test results can be obtained as follows:

![Figure 2. Test Results Heteroskedatisty](image)

Figure 2, it can be seen that the spread of residuals is irregular and does not form a pattern. This can be seen at points or plots spread. The conclusion drawn is that does not happen Heteroskedatisty.
b. Multiple Linear Regression

Multiple linear regression model used is the employee's performance as the dependent variable and the leadership and discipline as independent variables. Where multiple analysis is useful to determine the effect of each variable on the dependent variable data management indepenen. Berikut results by using SPSS version 24.00.

Table 2. Results of Multiple Linear Regression Testing

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Model</th>
<th>Coefficients unstandardized</th>
<th>standardize</th>
<th>Coefficients</th>
<th>B</th>
<th>Std. Error</th>
<th>beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td>(Constant)</td>
<td>1.514</td>
<td>3.313</td>
<td>,457</td>
<td>,648</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>LEADERSHIP</td>
<td>0.601</td>
<td>0.076</td>
<td>0.524</td>
<td>7.903</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>WORK DISCIPLINE</td>
<td>0.229</td>
<td>0.064</td>
<td>0.237</td>
<td>3.570</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: PERFORMANCE OF EMPLOYEES

Source: SPSS 24.00

From table 2 above the known values as follows:
1) Constant = 1.514
2) Leadership = 0.601
3) Discipline Work = 0.229

c. Hypothesis testing

1) T test (Test Partial)

For t in this study is used to determine the ability of each independent variable on the dependent variable used effects. Another reason t test done is to test whether the independent variables individually significant relationship exists or not on the dependent variable (Y). The formula used in this study are as follows:

\[ t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}} \]

Where :
- \( t \) = t value
- \( r \) = coefficient of correlation
- \( n \) = number of pairs of rank

Table 3. Test Results Statistics t (Partial Test)

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Model</th>
<th>Coefficients unstandardized</th>
<th>standardize</th>
<th>Coefficients</th>
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<th>beta</th>
<th>t</th>
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</tbody>
</table>

a. Dependent Variable: PERFORMANCE OF EMPLOYEES

Source: SPSS 24.00

Discussion

Analysis of the findings of this study is an analysis of the suitability of theories, opinions, and previous research has noted the results of previous studies and behavioral
patterns should be done to overcome it. Here are three (3) main sections which will be discussed in the analysis of the findings of this study, as follows:

1. **Influence Leadership on Employee Performance**

   Based on the result of the leadership to employee performance taps Tirtanadi headquarters of North Sumatra Province thitung 7.903 while ttable of 1,976 and has a significant number of 0.000 ≤ 0.05 mean H0 rejected and Ha accepted which showed that partially no significant effect on the performance leadership PDAM central office employees Tirtanadi North Sumatra Province.

   Musta and Maryadi (2017: 46) says that leadership is a behavior with a specific purpose to influence the activities of the members of the group to achieve a common goal which is designed to give you the benefit of individuals and organizations, so that an organization's leadership is a very important factor in determining achievement of objectives organization that has been set.

   This study is in line with the results of research done by Muizu (2014) which concluded that leadership and significant positive effect on employee performance.

2. **Influence of Discipline on Employee Performance**

   Based on the result of the work discipline on employee performance taps Tirtanadi headquarters of North Sumatra province obtained t at 3.570 while ttable of 1,976 and has a significant number of 0.000 ≤ 0.05 means that H0 is rejected and Ha accepted. Based on these results concluded that H0 is rejected and Ha accepted which showed that partially no significant effect on employee performance between disciplines taps Tirtanadi headquarters of North Sumatra province.

   Prijodarminto in Agustini (2010, hal.70) say discipline as a condition which is created and developed through a series of behaviors that show the values of obedience, obedience, loyalty, regularity and or order. Attitudes and behaviors thus created through a process of guided family, education and experience or the introduction of environment.

   This study is in line with the results of research done by NataliyaS and Primadi (2017) which concluded that the discipline of positive and significant effect on the performance of employees At BPR. Jufrizen (2018) which concluded that the discipline of positive and significant influence on employee performance. Meilany and Ibrahim (2018) which concluded that the discipline of positive and significant effect on the performance of the employee (Case of Operations PT. Indah Logstik Cargo Pekanbaru Branch).

3. **Influence Leadership and Discipline on Employee Performance**

   Based on the results obtained on the effect of leadership and discipline to employee performance taps Tirtanadi headquarters of North Sumatra province. From the ANOVA (Analysis Of Variance) in the above table didaptFhitung 59.324 while Ftabel known by 3.05. Based on these results it can be seen that a significant level of 0.000 ≤ 0.05 so H0 is rejected and Ha accepted. So we can conclude that the variables of
leadership and discipline together positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province.

This study is in line with the results of research done by Arifudin (2017) concluded that leadership and discipline positive and significant impact on employee performance PD BPR Kediri regency. Isvandiari (2018) concluded that leadership and discipline positive and significant effect on the performance of employees at PT. Central Capital Futures Branch Malang. Reni (2017) concluded that leadership and discipline positive and significant impact on the performance of employees of PT. Karisnamas in Bekasi.

CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of research and discussion that has been raised before it can be concluded from the study of the influence of leadership and discipline to employee performance taps Tirtanadi headquarters of North Sumatra Province
1. Partially known that leadership has a positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province.
2. Partially known that discipline has a positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province.
3. Simultaneously known that leadership and discipline has a positive and significant impact on employee performance taps Tirtanadi headquarters of North Sumatra province.

B. Suggestion

Based on the above conclusions, then in this case the author can suggest things as follows:
1. Leaders need to further improve communication with employees, for example by means of family gathering where in dilakuakn small forums and question and answer between employees and managers so that employees have the discretion to submit a report and recommendation to the leadership.
2. Discipline employees who have both essential for continuous improvement and employee discipline has not been good yag can be enhanced by the firmness of regulation and supervision for the employee to comply with the time set by the company for the better.
3. Not optimal employee performance can be improved through good leadership and firmness to discipline employees for achieving the goals and ideals of the company.

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