
The Influence of Leadership and Work Discipline on The Performance of Employees at The Department of Transportation, South Lampung Regency

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ABSTRACT

Employee performance is a key factor in the success of government agencies in providing effective public services. This study aims to analyze the influence of leadership and work discipline on the performance of employees at the South Lampung Regency Transportation Office, both partially and simultaneously. The study uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to employees and analyzed using multiple linear regression. The results of the study show that leadership has a positive and significant effect on employee performance, contributing 30.6%. Work discipline also has a positive and significant effect on employee performance, contributing 44.1%. Simultaneously, leadership and work discipline have a significant impact on employee performance, contributing 57.3%. This finding indicates that improving the quality of supportive leadership and consistently applying work discipline can optimally enhance employee performance. Therefore, government institutions need to strengthen effective leadership practices and structured work discipline systems to improve the quality of public service.



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1. INTRODUCTION

Employee performance is an important indicator in assessing the success of public sector organizations in carrying out their services to the community. In local government agencies, the performance of the staff not only reflects the achievement of work targets but also the quality of public services provided to the community. According to Mangkunegara (2013), performance is the result of

work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities assigned. Therefore, improving employee performance becomes a strategic aspect in realizing effective and accountable governance.

One of the main factors that affects employee performance is leadership. Leadership acts as the driving force of an organization that is able to direct, influence, and motivate employees to achieve predetermined goals. Rivai (2018) states that leadership is the ability of a person to influence others to work together productively in achieving organizational objectives. An effective leader not only gives instructions but also sets an example, builds good communication, and creates a conducive work environment. Yukl (2010) emphasizes that leadership includes the ability to influence, motivate, and direct the behavior of individuals or groups to achieve organizational goals.

Work discipline also becomes an important factor that determines employee performance. Work discipline reflects the level of awareness and willingness of employees to comply with the rules and norms applicable in the work environment. Hasibuan (2017) defines work discipline as the awareness and willingness of a person to obey all prevailing rules and social norms within an organization. Employees with high work discipline tend to demonstrate punctuality, responsibility, and consistency in completing tasks, thereby directly impacting performance improvement. Mangkunegara (2013) emphasizes that work discipline is one of the main prerequisites for creating optimal and sustainable performance.

Various previous studies have shown a significant relationship between leadership, work discipline, and employee performance. Lestari (2011) found that leadership has a positive and significant effect on employee performance in local government agencies. Hidayat and Sari (2020) stated that work discipline has a strong relationship with the performance of public sector employees. Pratama (2022) research also proved that leadership and work discipline simultaneously have a significant effect on increasing employee performance. These findings are in line with Robbins and Judge (2017), who stated that leadership plays an important role in shaping a performance-oriented organizational culture, while work discipline strengthens the implementation of that culture through employees' compliance and responsibility.

Nevertheless, in practice, the implementation of leadership and work discipline in public organizations still faces various challenges. At the South Lampung Regency Transportation Agency, based on initial observations and staffing data, fluctuations in employee attendance and differences in leadership styles among work units are still found. This situation indicates effectiveness of leadership and consistency of work discipline have not been fully optimized, which has the potential to affect employee performance and the quality of public services.

This study aims to analyze the influence of leadership on employee performance, the influence of work discipline on employee performance, as well as the simultaneous influence of leadership and work discipline on the performance of employees at the South Lampung Regency Transportation Office. This study is expected to provide empirical contributions for the development of public sector human resource management studies and serve as a consideration for agency leaders in formulating policies for sustainable employee performance improvement.

Literature Review

Employee Performance

Employee performance is a key indicator of an organization's success in achieving its established goals, particularly in the public sector oriented towards serving the community. Mangkunegara (2013) defines performance as the quality and quantity of work results achieved by employees in accordance with the responsibilities assigned to them. In the context of government agencies, performance is not only assessed based on the final results, but also on the work process,

compliance with regulations, and work behavior that reflects the professionalism of the staff. Government Regulation Number 30 of 2019 emphasizes that employee performance is assessed based on the achievement of Employee Performance Targets (SKP) and work behavior. Therefore, employee performance is influenced by various internal and external factors, such as leadership, work discipline, motivation, and the work system implemented by the organization.

Leadership

Leadership is a person's ability to influence, direct, and motivate individuals or groups to achieve organizational goals. Yukl (2019) states that leadership is not only related to formal authority but also involves interpersonal skills in building communication, setting an example, and making decisions effectively. Good leadership can create a conducive work climate and encourage employees to work optimally. In public sector organizations, leadership has a strategic role in maintaining the consistency of apparatus performance. A communicative, fair, and supportive leader can increase employee commitment and responsibility to the tasks undertaken. On the contrary, weak leadership has the potential to lower employee motivation.

Work Discipline

Discipline reflects the level of awareness and willingness of employees to comply with regulations and norms prevailing within an organization. Hasibuan (2017) explains that work discipline is an important function in human resource management because it is directly related to employee work behavior. Employees with high discipline tend to demonstrate punctuality, adherence to rules, and responsibility in completing tasks. Good work discipline will create order and efficiency in task execution, thus having a positive impact on employee performance. Conversely, low work discipline can lead to decreased productivity and the quality of public services.

The Relationship Between Leadership, Work Discipline, and Employee Performance

Leadership and work discipline are two factors that are interrelated in influencing employee performance. Robbins and Judge (2017) state that effective leadership plays an important role in shaping an organizational culture oriented toward performance, while work discipline represents the tangible application of leadership values in daily work behavior. Various previous studies have shown that leadership and work discipline significantly affect employee performance, both partially and simultaneously. Leadership that can provide direction and motivation will encourage employees to work more disciplined, while high work discipline strengthens the achievement of organizational performance. Thus, the synergy between leadership and work discipline becomes an important factor in improving employee performance within government institutions.

2. METHOD

Research Design

This study uses a quantitative approach with descriptive and associative designs. The descriptive approach is used to depict the conditions of leadership, work discipline, and employee performance, while the associative approach aims to analyze the influence of leadership and work discipline on employee performance. The study was conducted at the Department of Transportation of South Lampung Regency during the period of October 2025–January 2026.

Participants/Sample Selection and Data Sources

The population in this study consisted of all employees of the Transportation Office of South Lampung Regency, totaling 112 people, comprising both civil servants and non-civil servants. The sample size was determined using Slovin's formula with an error rate (ϵ) of 10%, as shown in Equation (1).

$$n = \frac{N}{1 + N (\epsilon)^2} \quad (1)$$

$$n = \frac{112}{1 + 112 (0,1)^2} (52,83) = 53 \text{ employee}$$

Based on Equation (1), a total of 53 employees were sampled. The sampling technique used was proportional random sampling, so each work unit had an equal chance of being represented.

Instrumentation/Data Collection (Second Heading)

The research materials consist of primary and secondary data. Primary data was obtained from respondents through the distribution of closed questionnaires using a five-point Likert scale. Secondary data was obtained from personnel documents, performance reports, and administrative archives of the South Lampung Regency Transportation Office. The research instruments were developed based on the indicators of each variable referring to theoretical studies and previous research.

Data Analysis/Estimating Model/Variable Measurement

This study involves three main variables, namely leadership (X_1), work discipline (X_2), and employee performance (Y). Leadership is measured through indicators of the ability to motivate, communication, role modeling, decision-making, and employee empowerment (Rivai, 2018; Yukl, 2010). Work discipline is measured based on attendance, compliance with rules, responsibility, adherence to leadership directives, and work ethics (Hasibuan, 2017; Mangkunegara, 2013). Employee performance is measured through work quality, time efficiency, quantity of work results, error rate, and compliance with work standards as regulated in Government Regulation Number 30 of 2019.

Data analysis was conducted using descriptive statistics and inferential statistics. Descriptive statistics were used to describe the characteristics of the respondents and the distribution of their answers. Inferential statistics were used to test the research hypotheses using the multiple linear regression method, as shown in Equation (2).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (2)$$

Description:

Y = employee performance

α = constant

β_1 = leadership regression coefficient

β_2 = work discipline regression coefficient

X_1 = leadership

X_2 = work discipline

ε = error term

3. RESULTS AND DISCUSSION

Results

Table 1. Frequency Distribution of Respondents Based on Gender

No	Description	Frequency	Percentage
1	Man	32	60 %
2	Woman	21	40 %
	Total	53	100 %

Based on the data collection results, it appears that male respondents dominate with a total of 32 people or 60%. Meanwhile, female respondents number 21 people, equivalent to 40%.

Table 2. Frequency Distribution of Respondents Based on Age

No	Description	Frequency	Percentage
1	26-30 Years	14	26,4%
2	31-35 Years	12	22,6%
3	36-40 Years	10	18,9%
4	41-45 Years	9	17,0%
5	46-50 Years	5	9,4%
6	Above 51 years old	3	5,7%
	Total	53	100 %

The majority of respondents were in the 26–30 age range, totaling 14 people or 26.4% of all respondents. The next largest age group was 31–35 years with 12 respondents (23.6%), followed by the 36–40 age range with 10 respondents (18.9%). Additionally, there were 9 respondents aged 42–45 years (17.0%), and 5 respondents in the 46–50 age range (9.4%).

Normality testing was conducted using the Kolmogorov–Smirnov method. The test results showed a significance value greater than 0.05, indicating that the residual data are normally distributed. The multicollinearity test showed that the tolerance values were > 0.10 and the Variance Inflation Factor (VIF) values were < 10 for all independent variables, indicating that there were no multicollinearity symptoms. Furthermore, the heteroscedasticity test showed that the residual distribution was random and did not form any specific pattern, indicating that the regression model is free from heteroscedasticity.

Table 3. Multiple Linear Regression Test Results

		Coefficients ^a				
Model		Unstandardized	Std.	Standardized	t	Sig.
		Coefficients		Error		
		B		Beta		
1	(Constant)	14.841	2.929		5.066	.001
	Leadership (X_1)	.266	.068	.383	3.931	.000

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Work Discipline (X ₂)	.349	.062	.544	5.593	.000
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Based on the results of the multiple linear regression analysis, the leadership variable (X₁) has a regression coefficient of 0.266, which is positive. This indicates that every one-unit increase in the leadership variable will increase employee performance (Y) by 0.266 points, assuming other variables in the research model remain constant. The work discipline variable (X₂) has a regression coefficient of 0.349 and is also positive. This means that every one-unit increase in work discipline will increase employee performance (Y) by 0.349 points, assuming the other variables remain unchanged.

Table 4. Determinant Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.556	2.310

The coefficient of determination (R²) value of 0.573 indicates that 57.3% of the variation in employee performance can be explained by the variables of leadership and work discipline. Meanwhile, the remaining 42.7% is influenced by other variables outside this research model, such as work motivation, work environment, and employee competence.

Table 5. t-Test Results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	14.841	2.929			5.066	.001
1 Leadership (X ₁)	.266	.068	.383		3.931	.000
Work Discipline (X ₂)	.349	.062	.544		5.593	.000

From the table above, it can be seen that the leadership variable has a t-value of 3.931 with a significance level of 0.000, in accordance with the results of statistical testing using the t-test. When the t-value is compared with the t-table for a sample size of n = 53, the degrees of freedom (df) is calculated as: N-2 = 53-2 = 51 at a 0.05 significance level, yielding a value of 1.675. Thus, the t-value of 3.931 is greater than the t-table value of 1.675, so H₀ is rejected and H_a is accepted, indicating that Leadership has a significant effect on Employee Performance at the Department of Transportation of South Lampung Regency.

The work discipline variable has a t-value of 5.593 with a significance level of 0.000, according to the statistical test results using the t-test. If the t-value is compared with the t-table value with a sample size of n = 53, the degrees of freedom (df) are: N-2 = 53-2 = 51 at a 0.05 significance level, which results in a value of 1.675. Thus, the t-value of 5.593 is greater than the t-table value of

1.675, so H_0 is rejected and H_a is accepted, indicating that work discipline has a significant effect on employee performance at the South Lampung Regency Transportation Department.

Table 5. F-Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	358.320	2	179.160	33.589	.000 ^b
	Residual	266.698	50	5.334		
	Total	625.019	52			

From the table above, it is known that the calculated F value is 33.589 at a significance level of 0.000. By determining a confidence level of 5% and degrees of freedom $df_1 = 2$ and $df_2 = 50$, the F table value is obtained as 3.18. Since the calculated F is greater than the F table ($33.589 > 3.18$), H_0 is rejected and H_a is accepted, or it can be stated that the variables Leadership and Work Discipline together have a significant effect on the Employee Performance variable.

Discussion

In the leadership variable (X_1), the average achievement of 74.91% indicates that the leadership style at the South Lampung Regency Transportation Office is already in the good category. The highest indicator is found in the statement that leaders provide employees with opportunities to develop their skills (80.38%), which shows that leaders play an important role in encouraging the development of employee competencies. This finding is consistent with Nursiti et al. (2021) research, which concluded that transformational leadership style has a positive effect on employee performance with a contribution of 72%. Furthermore, this study's results are also in line with Suharto (2019) findings, which showed a positive influence between leadership and employee productivity with a contribution of 70%.

The similarity of the results of this study confirms that a leadership style that is able to motivate and empower employees has been proven to improve employee performance and productivity. The indicator with the lowest achievement is that leaders foster work enthusiasm through appreciation and support (70.57%), which shows that the motivational aspects based on recognition still need to be improved so that the impact of leadership on performance can be more optimal. Therefore, leaders are expected to be more active in acknowledging employees' performance and creating a supportive work environment. These efforts are believed to strengthen working relationships and increase employees' commitment to the organization.

The work discipline variable (X_2) achieved an average score of 77.43%, which falls into the good category. The highest indicator appeared in employees performing tasks according to applicable standards (85.28%), indicating that employees have carried out their duties according to the prevailing

rules and SOPs. This finding aligns with the research of Hidayat and Sari (2020), which states that work discipline has a strong relationship in improving employee performance, with an influence of 68%.

However, the indicator with the lowest value, which is employees always being present according to the designated time (71.70%), shows that the aspect of punctuality still needs to be improved. This finding reinforces the notion that time discipline is the component of work discipline that most often poses a challenge in government institutions. This indicates the need for more consistent guidance and supervision measures to enhance compliance with working hours. In addition, the implementation of a stricter attendance evaluation system is expected to encourage sustainable behavioral changes among employees.

The employee performance variable (Y) also achieved 75.58% with a good category. The highest indicator was employees providing services according to the needs of the community (80.75%), indicating that public service orientation has been well implemented by employees. However, the lowest indicator is the ability to manage working time effectively (72.08%), illustrating that time management and work prioritization are the main areas for improvement to enhance employee performance. This pattern aligns with the findings of Pratama (2022), which stated that leadership and work discipline simultaneously have a significant effect on employee performance with a contribution of 74%. Thus, employee performance can be optimally improved if leadership and employee discipline are strengthened simultaneously, not just one variable alone.

The results of this discussion clarify that improving employee performance at the South Lampung Regency Transportation Department can be achieved through two main managerial focuses, namely: (1) strengthening a leadership style that values achievements and provides motivational support, and (2) enhancing employee discipline, particularly in terms of punctuality, through regular supervision and a reward and punishment system. The synergy of these two factors is very important because both have been proven to be predictors of employee performance based on the results of this study as well as previous research.

4. CONCLUSION

Based on the results of statistical analysis and hypothesis testing on the variables of leadership (X_1), work discipline (X_2), and employee performance (Y) at the South Lampung Regency Transportation Office, it can be concluded that Leadership (X_1) has a positive and significant effect on employee performance. The better the leadership style in terms of providing direction, guidance, motivation, and opportunities for personal development, the higher the employee performance will be. Work discipline (X_2) has a positive and significant effect on employee performance. Employees with high discipline, in terms of compliance with SOPs, task completion, and punctuality, demonstrate more optimal performance achievement. Leadership and work discipline simultaneously

have a significant effect on employee performance. This indicates that improving employee performance is not determined solely by work discipline or leadership individually, but through the synergy of both together in creating a productive, directed, and results-oriented work environment.

There are several practical implications that can be applied by the South Lampung Regency Transportation Department as an effort to improve employee performance, namely that in the leadership variable, the indicator with the lowest achievement is "the leader fosters work enthusiasm through appreciation and support." This finding indicates the need to strengthen the motivational aspects in leadership practices through the implementation of non-financial appreciation, providing regular positive feedback, and developing a more supportive and participative leadership style. These efforts are expected to enhance employee motivation, commitment, and work enthusiasm so that the role of leadership can have a more optimal impact on improving organizational performance.

In the work discipline variable, the indicator with the lowest score is "employees always present according to the designated time," which indicates that punctuality still needs to be improved. Therefore, it is necessary to strengthen attendance supervision, consistently apply rewards and punishments, and provide continuous discipline training so that employees develop awareness and responsibility towards timely work. These efforts are expected to foster a more disciplined work culture and support the overall improvement of employee performance.

In the employee performance variable, the lowest indicator is 'the ability to manage work time effectively. This indicates the need to improve employees skills in time and workload management through mentoring, time management training, and the establishment of clear and measurable work targets. In addition, communication and periodic performance evaluations between supervisors and employees need to be strengthened so that task execution can run more effectively and employee work productivity can continue to increase.

Theoretical and Contextual Contributions

This study is intended to provide meaningful contributions to both theory and practice. From a theoretical perspective, this research contributes to the existing body of knowledge by reinforcing and extending public sector performance theory, particularly regarding the roles of leadership and work discipline as key determinants of employee performance. While prior studies have often examined these variables separately or in different organizational contexts, this study integrates leadership and work discipline within a single empirical model and demonstrates their simultaneous influence on employee performance in a local government institution. The findings provide empirical confirmation that leadership effectiveness and disciplinary compliance are not independent factors, but complementary mechanisms in shaping performance-oriented behavior, thereby enriching existing theoretical frameworks in public sector human resource management.

From a contextual perspective, this study contributes by providing empirical evidence from a regional government agency, namely the Department of Transportation of South Lampung Regency, which represents a practical context that is still underrepresented in the literature. The results highlight how leadership practices and work discipline function within the structural and bureaucratic characteristics of local public institutions. This contextual insight is significant because it offers a realistic reference for policymakers and practitioners in similar governmental settings to design leadership development strategies and discipline management systems that are aligned with local organizational conditions. Therefore, this study not only advances academic understanding but also plays an important role in supporting evidence-based decision-making aimed at improving employee performance and public service quality in comparable contexts.

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