



The Impact of Servant Leadership Style and Work Discipline on Employee Performance at An-Nuqthah Foundation, Tangerang City

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ABSTRACT

This study aims to analyze the influence of Leadership Style and Work Discipline on Employee Performance at the An-Nuqthah Foundation in Tangerang City, both partially and simultaneously. The method used is quantitative with saturated sample technique, involving 75 respondents. Data analysis includes validity, reliability, classical assumptions, linear regression, correlation coefficient, determination coefficient, and hypothesis testing (t-test and f-test). The results of the study indicate that simultaneously, Leadership Style and Work Discipline have a significant effect on employee performance with the regression equation $Y = 8.476 + 0.167 X_1 + 0.572 X_2 + e$. The correlation coefficient of 0.696 indicates a strong relationship, while the determination coefficient (Adjusted R^2) of 47.0% indicates the contribution of both variables to performance, while 53.0% is influenced by other factors. Hypothesis testing shows F count (33.798) > F table (3.12) and sig (0.000) < 0.05, so H_0 is rejected and H_a is accepted, which means there is a significant influence between Leadership Style and Work Discipline on employee performance.

Keywords: Leadership Style, Work Discipline, Performance**INTRODUCTION**

Human resources are one of the resources in a company besides other resources such as capital, materials and machines. Companies also need human resources, namely employees. Employees are an important resource for the company, because they have the talent, energy and creativity that are needed by the company to achieve its goals. For some employees, the hope of getting money is the only reason to work, but others argue that money is just one of many needs that are met through work.

Servant leadership is leadership that prioritizes service to others, whether to employees, companies, customers, or the surrounding community. The purpose of this study is to determine the influence of servant leadership, work discipline. Leadership can motivate workers and educators to feel satisfied with their work.

Goleman (2020:512) in an article on emotional intelligence and leadership, Goleman emphasizes that leadership style must be adjusted to the emotional state of the team. He identified six leadership styles (authoritarian, motivator, affiliative, democratic, coach, and command) that can be used to build better relationships with team members.

There are several types of leadership styles such as autocratic, bureaucratic, participative, delegative, transactional, servant, transformational, and charismatic. Of the many styles, servant leadership is a leadership style that is currently interesting to

discuss because in the current era, Indonesia is experiencing a crisis of leaders who can prioritize the interests of their people rather than their personal interests.

Table 1. Servant Leadership Style Pre-Survey Questionnaire
An-Nuqthah Foundation, Tangerang City

No	Question	Number of Respondents	Agree	%	Don't agree	%
1	How often do your leaders show concern for employee needs?	15	10	75%	5	25%
2	Does your leader provide enough support for your career development?	15	11	85%	4	15%
3	How do you rate communication between leaders and employees in the workplace?	15	13	90%	2	10%
4	Do you feel motivated to perform better under the current leadership?	15	7	46%	8	53%
5	How does servant leadership affect your job satisfaction?	15	12	88%	3	12%

Source: Data processed by researchers

From the table above by conducting this pre-survey, organizations can better understand the positive impacts and challenges of the servant leadership style, as well as the steps that need to be taken to optimize the work environment.

Discipline is one of the important elements in determining a person's success when doing a job. In relation to this, the following will present several opinions from experts about the meaning of discipline. As an employee in doing a job must be as effective and efficient as possible. The quality and quantity of employees must be in accordance with the needs of employees and the placement of workers must also be appropriate and in accordance with their desires and expertise.

An-Nuqthah Foundation is one of the educational foundations located on Jl. Rasuna Said Jl. H. Ismail RT001/RW005, Cipete, Kec. Pinang Tangerang City, Banten 1542. Which has educational background activities. In carrying out its activities, of course, it has many employees with different backgrounds. This requires a foundation to have a leader who is able to manage the work discipline of its employees in order to achieve the good goals of the foundation. Thus, the work spirit and work discipline will be better and more effective in supporting the realization of the foundation's goals.

Table 2. The Presence of Employees of the An-Nuqthah Foundation, Tangerang City

Year	Number of Employees	Effective Months In A Year	Absence		
			Alpha	Permission/ Late	Sick
2019	60	12	3	3	2
2020	70	12	2	4	3

2021	65	12	2	5	4
2022	75	12	2	4	5
2023	75	12	3	4	4

Source: Foundation Data

Companies or foundations and other workplaces are starting to implement a more transparent and data-based performance appraisal system to evaluate the effectiveness of employee performance and overall employee contribution. This includes feedback from coworkers. An-Nuqthah Foundation is one of the foundations that employs a fairly large number of employees. Where in the activities of employee work discipline given by the foundation shows that so far there have been problems related to discipline given by the foundation. Where so far the foundation has not fully paid attention to discipline towards its employees in working. When making efforts to improve employee performance, there are several factors that can affect the performance results of employees, including the physical work environment and organizational culture. Employees will feel more comfortable with their work if the institution understands and pays close attention to the needs of employees who basically work to get benefits.

Naseem et al (2020), in their research, stated that performance is defined as the result of individual or team activities in an organization, which includes measuring productivity, efficiency, and effectiveness. Performance is also influenced by environmental and organizational factors. Meanwhile, Sonnentag (2021), stated that performance is the achievement of measurable results in a specific context, and can be influenced by many factors, including motivation, skills, and support from the organization. Performance is not only about the end result, but also about the process and work experience.

The author attaches a table of employee performance assessments for the An-Nutqah Foundation, Tangerang City as pre-survey data.

Table 3. Performance assessment of employees of the An-Nuqthah Foundation, Tangerang City

No.	Component	Punctuality (%)						Performance Notes
		Year						
		2019	2020	2021	2022	2023	2024	
1.	Craftsmanship achieved by employees	84%	70%	72%	80%	87%	90%	Very good
2.	Responsible in work	76%	70%	70%	78%	89%	75%	Good
3.	Passionate and consistent in working	69%	70%	65%	73%	75%	80%	Pretty good
4.	Good relationship between superiors and employees	65%	70%	60%	72%	75%	80%	Pretty good

5.	Maintain the cleanliness of the foundation or workplace	70%	76%	82%	79%	85%	80%	Good
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Source: data from the An-Nuqthah Foundation, Tangerang City

From the table above, it can be concluded that the performance results of the employees of the An-Nuqthah Foundation in Tangerang City are quite good. can be adjusted to the company's needs to record employee discipline, both in terms of violations and compliance with the rules.

Pulakos et al. (2021) stated that performance encompasses various dimensions, including the effectiveness, efficiency, and impact of individual actions in the organization, as well as how these actions affect the overall goals and performance of the organization. In addition, Bakker & Demerouti (2022) also stated that performance is the result of the interaction between individuals and the work context, which involves motivation, skills, and resources available to achieve work goals.

METHOD

This study uses a quantitative method, which is an approach that aims to explain phenomena by collecting numerical data that is analyzed using statistical methods. This method involves numbers in the entire research process, from data collection to interpretation. According to Priadana et al (2021), quantitative research must meet certain characteristics such as actual, interesting, useful, solution-oriented, and original. Problems in research must be formulated clearly, measurably, and able to provide solutions. Sugiyono (2016: 1) states that the research method aims to determine the right steps in solving a problem in order to achieve the desired research objectives. Therefore, quantitative methods are often referred to as traditional methods, because they have long been used in various scientific studies. To ensure the reliability and validity of the data, this study uses various statistical tests. The validity test is used to measure the accuracy of the research instrument in collecting data, while the reliability test is used to test the consistency of respondents' answers in the questionnaire. This study also conducted a classical assumption test which includes a normality test to see the distribution of data, a multicollinearity test to ensure there is no strong relationship between independent variables, and a heteroscedasticity test to test whether the error variance of the regression is constant or not. In addition, multiple linear regression analysis is used to determine the relationship between two or more independent variables on the dependent variable. The correlation coefficient test is carried out to measure the level of relationship between variables, while the determination coefficient test (R^2) is used to see how much the independent variables are able to explain the dependent variable. This study also applies hypothesis testing, namely the t-test to test the effect of independent variables partially and the F-test to test the effect of independent variables simultaneously on the dependent variable. With these various tests, the study can provide valid and reliable results in analyzing the effect of Servant Leadership Style and Work Discipline on Employee Performance at the An-Nuqthah Foundation, Tangerang City.

RESEARCH RESULT

1. Regression Analysis

a. Simple Linear Regression Analysis

The purpose of the simple regression test is to determine how much influence variable X1 has on variable Y, and X2 has on variable Y, namely the influence of leadership style (X1) and work discipline (X2). Employee performance (Y) is each variable involved in this study. The following table shows the results of regression processing using the SPSS version 26 program:

Table 4.18

Results of Partial Simple Linear Regression Test Between the Influence of Leadership Style (X1) on Employee Performance (Y)
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1.	(constant)	22,853	2,830		8,074	0,000
	The influence of leadership style	0.321	0.093	0.375	3,452	0.001

a..Dependent Variable: Performance

Source: SPSS version 26 processing results

Based on the results of the regression calculations in the previous table, the regression equation can be obtained as follows: $Y = 22.853 + 0.321 X1$

1. The constant value of 22.853 shows that the Performance value (Y) is 22.853 if the leadership style influence variable (X1) does not exist.
2. Next, the regression coefficient of the influence of leadership style (X1) is 0.321, which is a positive value. If the constant remains and the data of the influence variable of leadership style (X1) is not changed, then every 1 unit change in the influence variable of leadership style (X1) will cause a decrease in Performance (Y) of 0.321.

Table 4. Simple Regression Test Results of Work Discipline Variable (X2) on Employee Performance (Y)
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1.	(Constant)	11,711	2,715		4,314	0,000
	Work Discipline	0.625	0.081	0.671	7,724	0,000

a..Dependent Variable: Performance

Source: Results of processing SPSS version 26

Based on the calculation results, a simple linear regression equation can be found as follows:

$$Y = 11.711 + 0.625 X2$$

Where X2 = work discipline

Y = Performance

If the value $X = 0$ you will get $Y = 11.711$

The value (a) or constant of 11.711 indicates that Performance (Y) will remain the same when work discipline (X2) does not change. The value (b) of 0.625 (positive)

indicates a one-way effect, meaning that the better the company culture, the employee performance will increase by 11.711.

Multiple Linear Analysis Test

Multiple linear regression analysis is used to measure two or more variables. It also shows the direction of the relationship between the dependent variable and the independent variable. In this study, it is used to prove how close the relationship is between the variables of Leadership Style Influence, Work Discipline and Employee Performance with each other. The following table shows the results of regression processing using the SPSS version 26 program:

Table 5. Results of Simultaneous Multiple Linear Regression Tests on the Influence of Leadership Style (X1) and Work Discipline (X2) on Employee Performance Variables (Y)

		Coefficients ^a			<i>t</i>	<i>Sig.</i>
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1.	(Constant)	8,476	3,030		2,798	0.007
	The Influence of Leadership Style	0.167	0.076	0.194	2,194	0.031
	Work Discipline	0.572	0.083	0.614	6,929	0,000

a..Dependent Variable: Performance

Source: Results of processing SPSS version 26

The following multiple regression equation is obtained from the table above:

$$Y = 8.476 + 0.167 X1 + 0.572 X2 + e$$

The regression equation has the following meaning:

1. Constant = 8.476 concludes that if the influence of leadership style (X1) and work discipline (X2) remains the same (does not change), then the Performance consistency value (Y) is 8.476.
2. $b_1 = 0.167$ concludes that if the influence of leadership style (X1) increases, then performance (Y) will increase by 0.167 assuming there is no increase (constant) in work discipline value (X2).
3. $b_2 = 0.572$ concludes that if work discipline (X2) increases, then Performance (Y) will increase by 0.572 assuming there is no increase (constant) in the value of the Physical Work Environment (X1).

Correlation Coefficient Analysis

Simple Correlation Coefficient Test

To determine the level of strength of the relationship or influence between variables partially on the An-Nuqthah Foundation in Tangerang City, a simple correlation coefficient is used. The results are as follows:

**Table 6. Interpretation of Correlation Coefficient
The Influence of Leadership Style (X1) on Performance (Y)**

Correlation Coefficient	Classification
0.00 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong

0.80 – 1,000	Very strong
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Source: Sugiyono, 2016

Table 7. Results of the Correlation Coefficient Test of the Influence of Leadership Style (X1) on Performance (Y)

Correlations

		X.1	Y
The Influence of Leadership Style	Pearson Correlation	1	0.623**
	Sig. (2-Tailed)		0,000
	N	75	75
Employee Performance	Pearson Correlation	0.623**	1
	Sig. (2-Tailed)	0,000	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Results of processing SPSS version 26

The results of the partial correlation coefficient test, shown in the table above, show a correlation coefficient value of 0.623 and the value is between 0.60 - 0.799, which indicates that there is a strong level of correlation between the two variables.

Table 8. Interpretation of Work Discipline Correlation Coefficient (X2) On Performance (Y)

Correlation Coefficient	Classification
0.00 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Source: Sugiyono, 2016

Table 9. Work Discipline Correlation Coefficient Test Results (X2) On Performance (Y)

Correlations

		X.1	Y
Work discipline	Pearson Correlation	1	0.671**
	Sig. (2-Tailed)		0,000
	N	75	75
Employee Performance	Pearson Correlation	0.671**	1
	Sig. (2-Tailed)	0,000	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS version 26 processing results

The results of the partial correlation coefficient test, shown in the table above, show a correlation coefficient value of 0.671, which is between 0.60 - 0.799, indicating that there is a strong correlation between the two variables.

1. Multiple Correlation Coefficient Test

To determine the level of strength of the relationship or influence between variables simultaneously at the An-Nuqthah Foundation in Tangerang City, multiple correlation coefficients are used. The results are as follows:

Table 10. Interpretation of the Correlation Coefficient of the Influence of Leadership Style Service (X1), Work Discipline (X2) and Performance (Y)

Correlation Coefficient	Classification
0.00 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Source: Sugiyono, 2016

Table 11. Results of Simultaneous Correlation Coefficient Tests Between the Influence of Leadership Style (X1), Work Discipline (X2) on Performance (Y) Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1.	0.696 a	0.484	0.470	2.95959	0.484	33,798	2	72	0,000
a. Predictors: (Constant), influence of leadership style, work discipline									

Source: SPSS version 26 processing results

Based on the results of the simultaneous correlation coefficient test in table 4.26, the correlation coefficient (R) value is 0.696. This shows that the correlation coefficient of the relationship is at a strong level with a range of 0.696.

Determination Coefficient Analysis

The coefficient of determination is a quantity that shows how much variation can be produced by the dependent variable from its independent variable. In other words, the coefficient of determination is used to determine how far the independent variable explains the dependent variable. The following table shows the value of the coefficient of determination by changing the R Square value:

Table 12. Results of the Determination Coefficient of the Influence of Leadership Style (X1) Work Discipline (X2) Against Performance (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.	0.696a	0.484	0.470	2.95959
a. Predictors: (Constant), Leadership Style, Work Discipline				

Source: SPSS version 26 processing results

The results of the determination calculation explain that the Adjusted R Square determination coefficient value is 47.0%, which means that the leadership style variable (X1) and work discipline (X2) can explain 47.0% of the variation in the Employee Performance variable. While the remaining other variables of 53.0% are not disclosed in this study. Including cultural variables, motivation, work environment, and others,

Hypothesis Test Analysis

Hypothesis Test (t)

The calculated t value and the t table value are compared to assess the magnitude of the t test. To find out the magnitude of $df = (n-2)$, we get $(75 - 2) = 73$, so t table = 1.993 (taking into account t table at $df = 78$). The results of the t test can be seen as follows:

Table 13. T-Test/Partial Test Results Leadership Style (X1) on Performance
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1.	(constant)	22,853	2,830		8,074	0,000
	The influence of leadership style	0.321	0.093	0.375	3,452	0.001

a..Dependent Variable: Performance

Source: Results of processing SPSS version 26

Hypothesis 1 testing shows that leadership style has a positive and significant influence on Employee Performance. Table 4.28 shows that $t_{count} 3.452 > t_{table} 1.993$ or significant $0.000 < 0.05$. As a result, H_a is accepted and H_o is rejected. Thus, employee performance is positively and significantly influenced by leadership style..

Table 14. T-Test/Partial Test Results Work discipline (X2) on performance (Y)
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1.	(Constant)	11,711	2,715		4,314	0,000
	Work Discipline	0.625	0.081	0.671	7,724	0,000

a..Dependent Variable: Performance

Source: SPSS version 26 processing results

Hypothesis 2 testing shows that work discipline has a positive and significant influence on employee performance. Based on the table, it is found that $t_{count} 7.724 > t_{table} 1.993$ and significant $0.000 < 0.50$. Thus, H_a is accepted and H_o is rejected, so that work discipline has a positive and significant influence on employee performance.

F Test Results

The calculated f-value and the f-table value are compared to determine the magnitude of the F test. This is done using the assumption that $df_1 = (nk)$ and $df_2 = (k-1)$, so that $df_1 = (75-3) = 72$ and $df_2 = (3-1) = 2$, so that the f-table value = 3.12. The results of the F test are shown below:

Table 15. F Test Results
ANOVA

<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1.	Regression	592,087	2	296,044	33,798	0.000b

	Residual	630,660	72	8,759		
	Total	1222,747	74			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Leadership Style, Work Discipline						

Source: Results of processing SPSS version 26

The impact of independent variables on dependent variables is assessed using the F test. The results of statistical calculations show the value of F count 33.798 > F table 3.12 and a significant level of 0.000 < 0.05. This supports the hypothesis that employee performance is influenced by Leadership style and Work Discipline.

DISCUSSION

In this discussion, the results of the influence of leadership style and work discipline on employee performance were analyzed partially and simultaneously.

The Influence of Servant Leadership Style on Employee Performance

The regression equation $Y = 22.853 + 0.321X_1$ can be obtained from a simple regression of the influence of leadership style and Performance. From this equation, it can be concluded that: The constant value of 22.853 indicates that the value of Job Satisfaction (Y) is 22.853 if the leadership style variable (X1) does not exist. Next, the regression coefficient of leadership style (X1) is 0.321, which is a positive value. If the constant remains and the data of the leadership style variable (X1) is not changed, then every 1 unit change in the leadership style variable (X1) will cause a decrease in Performance (Y) of 0.321.

The statistical results of the t-test show that leadership style has a positive and significant influence on Employee Performance. Based on the results of the t-test, it shows that t count 3.452 > t table 1.993 or significant 0.000 < 0.05. As a result, Ha is accepted and Ho is rejected. Thus, employee performance is positively and significantly influenced by leadership style.

The results of this study are in line with the research conducted by Natalia GC Wokas Lucky OH Dotulong Regina Saerang (2021) Antarctic Business Economics Journal entitled The Influence of Leadership Style, Work Involvement and Work Environment on Employee Performance at PT. PLN Kawangkoan states that leadership style partially has a positive and significant effect on employee performance.

The Influence of Work Discipline on Performance

The results of a simple regression between organizational culture and performance have a value (a) or constant of 11.711 indicating that Performance (Y) will remain the same when work discipline (X2) does not change. The value (b) of 0.625 (positive) indicates a one-way effect which means that the better the foundation's discipline, the employee performance will increase by 11.711.

The statistical results of the t-test show that organizational culture has a positive and significant influence on employee performance. Based on the results of the t-test, it shows that t count 7.724 > t table 1.993 and significant 0.000 < 0.50. Thus, Ha is accepted and Ho is rejected, so that work discipline has a positive and significant influence on employee performance.

This research is in line with the results of previous research conducted by Febrina Soraya Tanjung (2023) Antarctic Business Economics Journal with the title The

Influence of Motivation and Work Discipline on Employee Performance at CV. Daya Buana. states that work discipline partially has a positive and significant effect on employee performance at CV Daya Buana.

The Influence of Servant Leadership Style and Work Discipline on Employee Performance at the An-Nuqthah Foundation, Tangerang City

In this study, the results of the F test / Simultaneous Test showed a significant value of $0.000 < 0.05$. This means that leadership style and work discipline simultaneously have a positive and significant effect on employee performance. From the results of the Determination Coefficient Test (R^2), it can also be seen that the value is 0.470 or 47.0% which indicates that employee performance is influenced by leadership style and work environment, while the remaining 53.0% is influenced by other factors outside this study.

CONCLUSION

Based on the results of the study conducted at the An-Nuqthah Foundation in Tangerang City, it can be concluded that leadership style and work discipline have a significant influence on employee performance. Leadership style shows a strong influence on employee performance with a correlation value of 0.623 and a coefficient of determination of 47.0%, which means that leadership style makes a significant contribution to improving employee performance. This is also evidenced by the results of the t-test which shows that t count is greater than t table, so H_a is accepted and H_o is rejected. In addition, work discipline also has a significant influence with a correlation value of 0.671 and a coefficient of determination of 48.4%, indicating that work discipline plays an important role in improving employee effectiveness and productivity. Simultaneously, leadership style and work discipline contribute 47.0% to employee performance, while 53.0% is influenced by other variables not examined in this study. The results of the F test show that F count is greater than F table with a significance level below 0.05, so the hypothesis that leadership style and work discipline together affect employee performance can be accepted. Although this study provides significant results, there are several limitations such as other factors that have not been studied, technical constraints in distributing the questionnaire, and limitations in documentation and direct interaction with respondents. Therefore, further research is recommended to consider additional factors such as work environment and motivation, as well as improve data collection methods to be more comprehensive and accurate.

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