



The Effect of Leadership and Work Discipline on Personnel Performance in Indonesia

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Abstract

Purpose: This study aims to examine the effect of leadership and work discipline on personnel performance in Indonesia. Specifically, this study investigates whether leadership and work discipline individually and simultaneously influence personnel performance.

Research Methodology: This study employed a quantitative research approach with a descriptive and associative design. The population consisted of 110 personnel from government agencies in Indonesia, while the sample included 52 respondents determined using the Slovin formula. Data were analyzed using multiple linear regression analysis supported by instrument testing and classical assumption tests through SPSS.

Results: The findings indicate that leadership has a significant positive effect on personnel performance. Work discipline also has a significant positive effect on personnel performance. Furthermore, leadership and work discipline simultaneously influence personnel performance, with both variables explaining 60.2% of the variation in performance outcomes.

Conclusions: Leadership and work discipline are important factors in improving personnel performance. Organizations need to strengthen leadership practices and encourage employee discipline to achieve better work outcomes.

Limitations: This study is limited by the relatively small sample size and the focus on personnel within a specific organizational context in Indonesia. Other factors that may influence personnel performance were not included in this research model.

Contributions: This study contributes to the human resource management literature by providing empirical evidence regarding the role of leadership and work discipline in improving personnel performance. The findings may serve as a reference for organizations in developing strategies to enhance employee effectiveness and productivity.

Keywords: *Employee Performance, Leadership, Personnel Management, Work Discipline*

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1. Introduction

Achieving optimal work performance within an organization is not an easy process and requires continuous efforts from both organizational leaders and personnel. Work performance represents an important indicator in measuring the success of an organization because it reflects the extent to which employees are able to complete their responsibilities effectively and efficiently. According to [Huang, Yang, Zheng, Feng, and Zhang \(2023\)](#), work performance is the result achieved by personnel in carrying out assigned tasks based on their skills, experience, sincerity, and time management.

Therefore, improving personnel performance requires attention to various factors that can encourage employees to work effectively and achieve organizational goals.

In organizational practice, personnel performance is influenced by various internal and external factors. Organizations must continuously deal with challenges related to employee motivation, workload, communication, organizational policies, and management practices ([Saraiva & Nogueiro, 2025](#)). These challenges become more complex when personnel are required to perform various responsibilities, including operational activities, maintenance, asset management, and other administrative duties. Therefore, organizations need appropriate strategies to ensure that personnel can maintain productivity and provide optimal contributions to organizational objectives ([Agustian, Pohan, Zen, Wiwin, & Malik, 2023](#)).

One of the important factors that influences personnel performance is leadership. Leadership plays a crucial role because leaders are responsible for directing, motivating, and coordinating employees to achieve organizational goals. [Nandasinghe \(2020\)](#) explains that leadership is an activity of influencing people to be directed toward achieving organizational objectives. Leadership involves the process of determining organizational goals, encouraging employee behavior, and improving group performance and organizational culture. Effective leadership can create a positive working environment, improve communication, strengthen employee commitment, and encourage personnel to achieve better performance ([Fardiansyah, Jumady, & Djaharuddin, 2025](#)).

However, several leadership-related problems still occur within organizations. The lack of effective interaction between leaders and personnel may result in weak relationships, limited motivation, and reduced employee enthusiasm in completing their tasks. In addition, insufficient appreciation for personnel achievements and ineffective leadership approaches may negatively affect employee productivity. These conditions indicate that leadership effectiveness is an important aspect that must be improved to support higher levels of personnel performance. Besides leadership, work discipline is another important factor affecting employee performance. Work discipline reflects personnel's willingness and commitment to comply with organizational rules, procedures, and responsibilities ([Deviani, Isyanto, & Yani, 2023](#)). Employees with strong work discipline tend to demonstrate higher responsibility, punctuality, consistency, and commitment in completing their duties. Conversely, poor discipline can reduce organizational effectiveness because employees may not fully comply with established standards and expectations.

In this context, leaders also have an important role in developing and maintaining employee discipline within an organization. Leaders serve as role models who demonstrate appropriate attitudes, behaviors, and commitment to organizational values. The behavior and decisions taken by leaders often become a reference for personnel in carrying out their responsibilities. When leaders consistently show discipline, responsibility, fairness, and commitment to organizational rules, personnel are more likely to adopt similar behaviors in their daily work activities ([Dogbe, Ablorinyi, Pomegbe, & Duah, 2024](#)). Conversely, a lack of discipline demonstrated by leaders may reduce employee awareness and weaken the implementation of organizational standards.

Furthermore, leaders are responsible for creating a work environment that encourages personnel to comply with organizational regulations and achieve performance targets. Through effective communication, supervision, motivation, and recognition, leaders can strengthen employee commitment and encourage the implementation of disciplined work behavior. Leaders who provide clear direction and constructive feedback can help personnel understand their roles, responsibilities, and performance expectations ([Park & Choi, 2020](#)). This condition is important because work discipline is not only related to compliance with formal rules but also reflects employees' willingness to contribute positively to organizational goals.

A leader cannot expect personnel to demonstrate high levels of discipline if the leader does not consistently apply discipline in daily activities. Therefore, leadership effectiveness becomes an important foundation in building a culture of discipline within an organization. Strong leadership can encourage personnel to develop responsibility, improve work consistency, and maintain productivity

([Srimulyani & Hermanto, 2022](#)). In contrast, weak leadership practices may create uncertainty, reduce motivation, and negatively influence employee performance. Thus, leadership and work discipline are interconnected factors that influence the achievement of organizational performance. Effective leadership provides direction and motivation, while work discipline ensures that personnel carry out their duties consistently and responsibly ([Puspitasari, Akbar, & Lina, 2025](#); [Pisriwati, Hardi, & Siswanto, 2024](#); [Syarifuddin, 2023](#)). The combination of these two factors is expected to improve personnel performance and support the achievement of organizational objectives.

Based on observations in the research setting, several problems related to personnel performance were identified. Organizational policies regarding personnel interests have not fully considered employee aspirations, and coordination related to organizational goals and targets remains inadequate. Furthermore, communication between management and personnel has not been implemented optimally, resulting in limited understanding of organizational directions and expectations. The performance evaluation process in several work units also requires improvement, while information channels that support personnel involvement are still considered insufficient. In addition, work relationships among personnel also represent a challenge that may influence performance ([Govender & Bussin, 2020](#)). Differences between permanent and apprentice personnel have created less harmonious relationships in some work units. The lack of cooperation and limited interaction among employees may affect teamwork and organizational effectiveness. These conditions demonstrate the importance of improving leadership practices and strengthening work discipline to create a more supportive organizational environment.

Previous discussions indicate that leadership and work discipline are essential elements in improving personnel performance. Effective leadership can provide direction, motivation, and support, while strong work discipline ensures that personnel consistently perform their responsibilities according to organizational standards. However, empirical studies examining the simultaneous influence of leadership and work discipline on personnel performance, particularly in the Indonesian organizational context, remain important to explore. Therefore, this study aims to analyze the effect of leadership on personnel performance, examine the effect of work discipline on personnel performance, and determine the simultaneous effect of leadership and work discipline on personnel performance in Indonesia. The results of this study are expected to provide practical implications for organizations in developing leadership strategies and strengthening work discipline to improve personnel effectiveness and organizational performance.

2. Literature Review and Hypothesis/es Development

2.1 Personnel Performance

Personnel performance is an important indicator in determining the effectiveness and success of an organization. Performance reflects the ability of employees to complete their responsibilities based on organizational standards and expectations. According to [Memon, Khahro, Memon, Memon, and Mustafa \(2023\)](#), work performance is the result achieved by employees in carrying out assigned tasks based on their skills, experience, sincerity, and time management. This definition emphasizes that employee performance is not only related to the final results achieved but also involves the process, competence, and commitment demonstrated by employees in completing their duties. [Rafa, Junaedi, Renaldo, and Sultan \(2023\)](#) explains that work performance is the quality and quantity of work achieved by an employee in carrying out responsibilities assigned to them. Meanwhile, [Perkasa, Harbiato, Wuryandari, and Rostini \(2023\)](#) defines work performance as an individual's success in completing tasks and achieving expected outcomes. Based on these definitions, personnel performance can be interpreted as the achievement obtained by employees in carrying out their responsibilities through the effective utilization of skills, experience, and commitment within a certain period.

Personnel performance plays an important role in supporting organizational sustainability because employees with high performance contribute directly to the achievement of organizational objectives.

Therefore, organizations need to understand various factors that influence personnel performance, including leadership and work discipline. Effective leadership can provide direction, motivation, and support for employees, while work discipline ensures that employees consistently perform their duties according to organizational standards. According to [Rambulangi, Tampi, and Tulusan \(2024\)](#), personnel performance can be assessed through work quantity and work quality. Work quantity relates to the amount of work completed, the effectiveness of work processes, the time required to complete tasks, the number of errors that occur during work activities, and the ability to provide services according to organizational needs. Meanwhile, work quality refers to the accuracy and quality of work results, employees' ability to perform tasks, ability to analyze information and utilize equipment, as well as the ability to evaluate work outcomes. These dimensions indicate that personnel performance involves both the amount of output produced and the quality of processes used in completing organizational responsibilities.

2.2 Leadership

Leadership is an important organizational factor that influences employee behavior, motivation, and performance. Leaders have a strategic role in directing employees, establishing organizational goals, and creating an environment that supports effective work practices. [Hyseni \(2024\)](#) define leadership as the ability to influence a group toward achieving a predetermined vision or goal. Similarly, [Benmira and Agboola \(2021\)](#) explain that leadership is a process of leading and influencing a group to achieve organizational objectives. Effective leadership involves more than providing instructions; it includes the ability to communicate, motivate, make decisions, and develop positive relationships with employees. Leaders who establish good relationships with employees are considered capable of improving work effectiveness and encouraging better employee performance ([Balakrishnan, Angusamy, Patil, & Razak, 2024](#)). In addition, leadership style has a significant role in determining organizational success because the behavior and decisions of leaders influence employee attitudes, commitment, and productivity.

Based on these perspectives, leadership can be understood as the ability of an individual to influence, direct, and motivate employees or groups to achieve organizational goals. Effective leaders are able to utilize their authority, provide clear direction, and encourage employees to perform their responsibilities effectively. Leadership is therefore not only related to formal position but also involves the ability to build trust, influence behavior, and create cooperation among organizational members. [Jain, Gupta, Shankar, and Bagaria \(2022\)](#) explains that leadership is associated with power, authority, and the ability to influence others. Power refers to the legitimacy possessed by leaders to direct and manage employees, while authority represents the competence and advantages that enable leaders to gain respect and compliance from subordinates. The ability to influence reflects the capacity of leaders to encourage employees to take actions that support organizational objectives. These elements demonstrate that effective leadership requires both formal authority and interpersonal capabilities to improve employee performance.

2.3 Work Discipline

Work discipline is an essential factor in maintaining organizational effectiveness because it reflects employees' willingness to comply with rules, procedures, and responsibilities. Employees with strong work discipline tend to demonstrate consistency, responsibility, and commitment in completing their tasks. According to [Zysman and Costinot \(2022\)](#), discipline represents an individual's willingness to obey and comply with applicable norms and regulations. Similarly, [Deviani, Isyanto, and Yani \(2023\)](#) explains that discipline refers to employee behavior, attitudes, and actions that are consistent with organizational regulations, whether written or unwritten. Work discipline is not limited to employee compliance with formal rules but also represents a form of self-control and responsibility in performing organizational duties. [Suhartono, Sulastiningsih, Chasanah, Widiastuti, and Purwanto \(2023\)](#) states that discipline is a form of training aimed at improving employee knowledge, attitudes, and behavior so that employees voluntarily cooperate with others and improve work performance. Furthermore, [Shalsabila, Isyanto, and Yani \(2023\)](#) explains that work discipline reflects an attitude of

respect, obedience, and compliance toward applicable regulations and the willingness to accept consequences when violating organizational responsibilities.

Based on these perspectives, work discipline can be synthesized as an employee's attitude, behavior, and willingness to voluntarily follow organizational regulations, work procedures, and social norms. Strong work discipline encourages employees to perform tasks consistently, minimize errors, and maintain productivity. Therefore, discipline becomes an important factor that contributes to improving personnel performance. [Puspitasari, Akbar, and Lina \(2025\)](#) explains that work discipline includes compliance with time regulations, organizational regulations, workplace behavior standards, and other applicable regulations. In addition, employees must understand appropriate and inappropriate actions within the organization. These aspects demonstrate that work discipline involves not only obedience to organizational rules but also employee awareness to maintain professional behavior and support organizational goals.

2.4 Employee Performance as an Indicator of Organizational Effectiveness

Employee performance is one of the fundamental aspects that determines organizational effectiveness and sustainability. Performance reflects the extent to which employees are able to complete their responsibilities, achieve work targets, and contribute to organizational objectives. High-performing employees are considered capable of utilizing their knowledge, skills, and experience effectively to produce optimal work outcomes. Therefore, understanding the factors that influence employee performance is important for organizations seeking to improve productivity and achieve strategic goals. [Memon, Khahro, Memon, Memon, and Mustafa \(2023\)](#) explains that work performance refers to the results achieved by employees in carrying out assigned tasks based on skills, experience, sincerity, and time management. This perspective indicates that performance is not only measured by the quantity of completed tasks but also by the quality of the work process performed by employees. Similarly, [Perkasa, Harbiato, Wuryandari, and Rostini \(2023\)](#) defines work performance as the quality and quantity of work achieved by employees in accordance with their assigned responsibilities. Meanwhile, [Sedrakyan, Malmberg, Verbert, Järvelä, and Kirschner \(2020\)](#) states that performance represents an individual's success in completing tasks and achieving expected results.

Based on these definitions, employee performance can be understood as the achievement of employees in completing their duties effectively and efficiently based on organizational expectations. Performance is influenced by employees' abilities, commitment, motivation, and organizational conditions that support the implementation of work activities ([Syarifuddin, 2023](#)). In this regard, leadership and work discipline are considered important organizational factors that can influence how employees perform their responsibilities. Employee performance can be evaluated through several dimensions, including work quantity and work quality. Work quantity relates to the amount of work completed, efficiency in completing tasks, time utilization, and the ability to provide services according to organizational requirements. Meanwhile, work quality refers to accuracy, reliability, ability to perform tasks, ability to analyze information, utilization of work facilities, and evaluation of work results. These dimensions demonstrate that employee performance involves both the output produced and the effectiveness of the process used to achieve organizational objectives.

2.5 Leadership Effectiveness in Organizational Management

Leadership represents an essential element in organizational management because leaders influence employee behavior, motivation, and commitment toward achieving organizational goals. Effective leaders are able to provide direction, establish clear objectives, and encourage employees to perform their responsibilities effectively. Leadership is therefore not only associated with authority but also involves the ability to influence and inspire individuals or groups within an organization. [Balakrishnan, Angusamy, Patil, and Razak \(2024\)](#) define leadership as the ability to influence a group toward achieving a predetermined vision or goal. Furthermore, [Jain, Gupta, Shankar, and Bagaria \(2022\)](#) explain that leadership is a process of leading and influencing a group to achieve organizational objectives. These definitions highlight that leadership involves interaction between leaders and employees in creating coordination, cooperation, and commitment.

A leader with effective leadership skills can create a supportive working environment by providing motivation, communication, supervision, and appreciation for employee contributions. [Siraj, Hågen, Cahyadi, Tangl, and Desalegn \(2022\)](#) state that good relationships between leaders and employees can improve work effectiveness and employee performance. In addition, [Mokhchey, Chen, Ahmad, Khan, Zhang, and Ahmed \(2025\)](#) emphasize that organizational success or failure is strongly influenced by leadership style because leaders determine the direction, culture, and behavior within an organization. Therefore, leadership can be conceptualized as the ability of leaders to influence, guide, and motivate employees to achieve organizational goals. Effective leadership requires the ability to utilize authority, build trust, communicate effectively, and encourage employees to demonstrate optimal performance. Leaders who provide appropriate guidance and support are expected to improve employee motivation and create conditions that support higher performance achievement.

2.6 Work Discipline and Employee Responsibility

Work discipline is an important component of human resource management because it reflects employee commitment to organizational regulations, procedures, and responsibilities. Discipline demonstrates employees' willingness to perform their duties consistently and maintain professional behavior in the workplace. Organizations with strong work discipline tend to have better operational effectiveness because employees understand their obligations and comply with established standards. [Deviani, Isyanto, and Yani \(2023\)](#) explains that discipline refers to an individual's willingness to obey and comply with applicable norms and regulations. Similarly, [Goedurov \(2020\)](#) states that discipline is reflected through employee attitudes, behaviors, and actions that are consistent with organizational rules, both written and unwritten. These definitions indicate that work discipline involves not only external control but also internal awareness to perform responsibilities properly.

According to [Suhartono, Sulastiningsih, Chasanah, Widiastuti, and Purwanto \(2023\)](#), discipline is a form of training aimed at improving employee knowledge, attitudes, and behavior so that employees voluntarily cooperate with others and improve work performance. Furthermore, [Gustiawan, Putri, Santika, Wirda, and Suryani \(2025\)](#) explains that work discipline represents respect, obedience, and compliance with applicable regulations, including the willingness to accept consequences when violating organizational responsibilities. Based on these perspectives, work discipline can be defined as employee willingness to follow organizational rules, work procedures, and professional standards in completing assigned tasks. Employees with high levels of discipline tend to demonstrate greater responsibility, punctuality, consistency, and commitment toward achieving organizational objectives. Work discipline consists of several behavioral aspects, including compliance with working time regulations, adherence to organizational procedures, appropriate workplace behavior, and compliance with other organizational requirements. These aspects indicate that discipline plays an important role in ensuring that employees perform their duties effectively and contribute positively to organizational performance.

3. Research Methodology

This study employed a quantitative research approach with an associative research design to examine the relationship between leadership, work discipline, and personnel performance. The quantitative approach was selected because this study aimed to measure the influence of independent variables on the dependent variable using statistical analysis. The analytical method applied in this research was multiple linear regression analysis to determine the partial and simultaneous effects of leadership and work discipline on personnel performance ([Sugiyono, 2014](#)).

The population in this study consisted of 110 personnel. The sample size was determined using the Slovin formula, resulting in a total sample of 52 respondents. Data analysis was conducted using statistical procedures supported by the Statistical Package for the Social Sciences (SPSS) software. The analysis process included instrument testing and classical assumption testing to ensure the validity and reliability of the research model before conducting hypothesis testing.

Multiple linear regression analysis was used to examine the effect of leadership and work discipline on personnel performance. The partial influence of each independent variable was tested using the *t*-test, while the simultaneous influence of leadership and work discipline on personnel performance was examined using the *F*-test. All statistical analyses were performed using SPSS software to obtain accurate and systematic research results.

4. Results and Discussions

4.1 Partial Effect of Leadership and Work Discipline on Personnel Performance

Table 1. Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constant)	19.355	4.389		4.410	.000
Leadership (X_1)	.335	.072	.437	4.647	.000
Discipline (X_2)	.405	.072	.530	5.637	.000

The results of the partial regression analysis are presented in Table 1. The analysis shows that leadership (X_1) has a positive and significant effect on personnel performance (Y). The leadership coefficient value is 0.335 with a *t*-value of 4.647 and a significance value of 0.000. The *t*-value obtained is greater than the *t*-table value ($4.647 > 2.007$) with a significance level below 0.05, indicating that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Therefore, leadership has a significant influence on personnel performance. This finding indicates that improvements in leadership effectiveness can contribute to higher levels of personnel performance. Furthermore, the work discipline variable (X_2) also shows a positive and significant effect on personnel performance (Y). The regression coefficient for work discipline is 0.405, with a *t*-value of 5.637 and a significance value of 0.000. Since the *t*-value is greater than the *t*-table value ($5.637 > 2.007$) and the significance value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These results indicate that work discipline significantly influences personnel performance. Thus, personnel with stronger work discipline tend to demonstrate better performance in completing their responsibilities.

4.2 Simultaneous Effect of Leadership and Work Discipline on Personnel Performance

Table 2. Anova Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1575.964	2	787.982	37.045	.000
Residual	1042.266	49	21.271		
Total	2618.231	51			

The simultaneous effect of leadership and work discipline on personnel performance was examined using the ANOVA test, as presented in Table 2. The results indicate that the calculated *F*-value is 37.045 with a significance value of 0.000. The *F*-value is greater than the *F*-table value ($37.045 > 2.78$), and the significance value is less than 0.05. Therefore, leadership and work discipline simultaneously have a significant effect on personnel performance.

4.3 Contribution of Leadership and Work Discipline to Personnel Performance

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776	.602	.586	4.61202

The coefficient of determination results presented in Table 3 show an R Square value of 0.602. This indicates that leadership and work discipline explain 60.2% of the variation in personnel performance. Meanwhile, the remaining 39.8% is explained by other factors outside the research model.

4.4 Discussion

The findings of this study indicate that leadership has a positive and significant effect on personnel performance. This result confirms that leadership is one of the important organizational factors in improving employee effectiveness and achieving better work outcomes. Leaders have a strategic role not only in providing instructions but also in directing, motivating, and supporting personnel in completing their responsibilities. Effective leadership enables employees to understand organizational expectations, develop commitment, and align their individual performance with organizational objectives. When leaders are able to provide clear direction and maintain effective communication, personnel tend to demonstrate greater confidence and willingness to complete their tasks. Therefore, the quality of leadership implemented within an organization becomes an important determinant in creating conditions that support improved personnel performance.

The significant influence of leadership on personnel performance also demonstrates that the relationship between leaders and personnel is an essential aspect of organizational effectiveness. Leaders who establish positive relationships with employees are more capable of creating a supportive working environment where personnel feel valued and encouraged to contribute. Effective leaders are able to identify employee needs, provide constructive feedback, and facilitate coordination among organizational members. These leadership behaviors can increase employee motivation and strengthen their commitment to achieving organizational targets. In contrast, ineffective leadership practices may create communication barriers, reduce employee enthusiasm, and negatively influence performance outcomes. Therefore, organizations need to develop leadership practices that emphasize communication, support, and employee involvement in decision-making processes.

Furthermore, leadership influences personnel performance because leaders act as role models who shape organizational values and employee behavior. The attitudes and behaviors demonstrated by leaders often become examples followed by personnel in performing their duties. Leaders who consistently demonstrate responsibility, discipline, fairness, and commitment can encourage employees to adopt similar values in their daily work activities. This condition is particularly important because employee performance is not only determined by individual ability but also by the organizational environment that influences employee attitudes and behavior. Thus, strengthening leadership capacity can become an effective strategy for improving personnel performance through the development of a positive and productive work culture.

The results of this study also reveal that work discipline has a positive and significant effect on personnel performance. This finding indicates that personnel who demonstrate stronger discipline tend to achieve better performance outcomes because they are more consistent in carrying out their responsibilities. Work discipline reflects employees' willingness to comply with organizational rules, procedures, and standards established to ensure effective work implementation. Employees with high discipline are generally more capable of managing their time, completing tasks according to procedures, and maintaining the quality of their work. Therefore, discipline is not only a mechanism for controlling employee behavior but also an internal commitment that encourages personnel to perform their duties responsibly.

The relationship between work discipline and personnel performance can be explained through the role of discipline in creating structured and reliable work processes. Personnel who have good discipline are more likely to demonstrate punctuality, consistency, and accountability in completing assigned tasks. These characteristics contribute to reducing work errors and improving the effectiveness of organizational activities. In addition, disciplined employees tend to have a stronger awareness of their responsibilities because they understand that their performance affects the achievement of organizational goals. Therefore, organizations need to maintain and strengthen work discipline through clear regulations, consistent supervision, and supportive management practices that encourage employees to follow organizational standards.

The simultaneous influence of leadership and work discipline on personnel performance shows that these two variables are complementary factors in improving employee outcomes. Leadership provides

strategic direction, motivation, and support, while work discipline ensures that personnel consistently implement their responsibilities according to organizational expectations. The combination of effective leadership and strong discipline creates a work environment where employees receive appropriate guidance while maintaining commitment to established procedures. This finding indicates that improving personnel performance cannot rely only on managerial direction or employee compliance separately, but requires integration between leadership practices and disciplined work behavior. Therefore, organizations should consider both aspects as part of a comprehensive human resource management strategy.

The coefficient of determination result, which shows that leadership and work discipline explain 60.2% of the variation in personnel performance, further emphasizes the important contribution of these factors in the research context. This finding suggests that leadership effectiveness and work discipline represent substantial elements influencing how personnel achieve their performance targets. Although other factors outside this research model may also affect personnel performance, such as motivation, organizational culture, compensation, and work environment, leadership and discipline remain critical factors that organizations can directly develop and manage. The results provide practical implications that organizations should focus on improving leadership quality and establishing a strong discipline culture to enhance employee effectiveness. Through continuous improvement in these areas, organizations can encourage personnel to achieve higher productivity and contribute more effectively to organizational goals.

5. Conclusions

Based on the results of the analysis and discussion, this study concludes that leadership and work discipline are important factors influencing personnel performance in Indonesia. The findings demonstrate that leadership has a positive and significant effect on personnel performance. This indicates that effective leadership practices, including providing direction, motivation, and support, contribute to improving personnel ability to complete their responsibilities and achieve better work outcomes.

The study also concludes that work discipline has a positive and significant effect on personnel performance. This finding shows that personnel who demonstrate stronger discipline through compliance with organizational regulations, consistency in completing tasks, and responsibility toward their duties tend to achieve higher performance. Therefore, maintaining and strengthening work discipline is essential for improving organizational effectiveness.

Furthermore, leadership and work discipline simultaneously have a significant effect on personnel performance. The results of the simultaneous test indicate that both variables jointly contribute to explaining variations in personnel performance, with a coefficient of determination of 60.2%. Meanwhile, the remaining 39.8% is influenced by other factors not examined in this study. These findings highlight that improving personnel performance requires an integrated approach by strengthening leadership effectiveness and developing a disciplined work culture within organizations.

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Author Contributions

The author was responsible for the conceptualization, methodology, data collection, data analysis, interpretation of results, manuscript preparation, revision, and final approval of the manuscript.

Conflict of Interest

The author declares that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and there are no financial, personal, or professional relationships that could influence the objectivity and integrity of the research findings.

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