

The Influence of Autocratic Leadership and Work Discipline on Employee Performance of the “ABC” City Culture and Tourism Office

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Abstract

The purpose of this study was to determine the magnitude of the influence of autocratic leadership and work discipline on employee performance at the “ABC” City Tourism and Culture Office, either simultaneously or partially. In this research, the object to be studied is the “ABC” City Culture and Tourism Office. The scope of the study was to determine the extent of the influence of autocratic leadership and work discipline on the performance of employees at the “ABC” City Culture and Tourism Office, with a sample of 76 respondents. The results of the partial analysis of the relationship between autocratic leadership and performance are $t_{count} 2.149 > 1.993$ (t_{table}), so it can be concluded that autocratic leadership (X_1) has a partial effect on performance (Y). The results of the partial analysis of the relationship between work discipline and performance are $t_{count} 10.049 > 1.993$ (t_{table}), so it can be concluded that work discipline (X_2) has a partial effect on performance (Y). The results of the simultaneous analysis are $F_{count} 51.794 > 3.12$ (F_{table}), so it can be concluded that there is an influence between autocratic leadership (X_1) and work discipline (X_2) simultaneously on performance (Y).

Introduction

In an organization, human resources have a very important role in the running of organizational activities. To manage each individual to work optimally, human resource management is required as a tool to extend the potency, effectiveness, and productivity of the organization's work as a full. Each organization will always try to encourage each individual to work optimally in completing their duties or responsibilities within the organization. Human resources can be said to be optimal if their performance is good, that is, they can achieve the goals or targets set in the organization.

Regional apparatus is an organization or institution within the Regional Government that is accountable to the Regional Head in the framework of administering governance in the region. The Regency / City Regional Office is the implementing elements of the Regency / City Government led by a Head who is under and responsible to the Regent / Mayor through the Regional Secretary. The Regency / City Regional Office has the task of exercising decentralization authority. The Regency / City Regional Office consists of a maximum of 14 offices.

One of the offices in “ABC” is the “ABC” City Culture and Tourism Office. The Department of Culture and Tourism of the City of “ABC” is one of the Regional Apparatus which organizes government affairs in the fields of culture, tourism, and the creative economy. The position of the service is an element of implementing government affairs that organizes the cultural and tourism sector which is regulated in the “ABC” City Regional Regulation Number 08 of 2016 concerning the Formation and Composition of Regional Apparatus of the City of “ABC”. The regional apparatus of the “ABC” City Culture and Tourism Service has the most task of polishing off government affairs within the cultural and tourism sector based on the principles of autonomy and assistance tasks.

Based on the pre-survey activities conducted by the author using the interview method to the HRD of the “ABC” City Culture and Tourism Office, information was obtained that there was a decrease in the performance of the employees of the “ABC” City Culture and Tourism Office. Even though performance is a measure that everyone in an organization has successfully carried out their duties properly.

The phenomenon that occurs in the “ABC” City Culture and Tourism Office is the ups and downs of the results of the Employee Performance Assessment (PPK) which result in a decline in employee performance. It is known that this decline occurred due to the inadequacy of several elements (PPK PNS) as a measure of performance in government organizations. The Civil Servant Job Performance Assessment consists of the following elements: Employee Work Goals (SKP) & Work Behavior. In this case, the achievement of employees' actual performance with the given targets/tasks is not appropriate, even in employee work behavior. Work behavior itself consists of several aspects/indicators, namely: commitment, integrity, service orientation, cooperation, discipline, and leadership which is considered not optimal. This contrasts with the efforts that must be made so that the “ABC” City Culture and Tourism Office can carry out its duties and jobs properly, which is shown by the work results / good performance of employees as well.

Based on interviews with HRD, it is known that one of the causes of the decline in employee performance is the type of autocratic leadership applied by the “ABC” City Culture and Tourism Office. As it is known, the type of autocratic leadership is a type of leadership that is not appropriate to be applied in an organization. The application of this type of autocratic leadership causes employee limitations in communicating, both in terms of providing opinions or ideas, and leaders do not involve subordinates in decision making. This causes employees to be

uncomfortable with the type of leadership that is applied.

Besides, the cause of the decline in employee performance at the "ABC" City Culture and Tourism Office is work discipline. The HRD explained that the decrease within the level of discipline is often seen from the presence of employees who are still not following the rules in terms of dress, behavior, and there are other disciplinary violations such as abuse of authority and degrading the image of government organizations. The researcher also obtained attendance data which showed that the level of discipline/employee attendance fluctuated, the largest alpha percentage was in November by 25% and December by 30%, besides that the largest percentage of late was in November by 17% and December by 15%. Though work discipline is very influential on the performance results of an organization.

Leadership is one of all the factors that impact the achievement of organizational goals. Here the leader must direct his subordinates to do a good job to accomplish organizational goals. According to Nitesemito (2014), states that leadership in organizations is directed to influence the people they lead so that they want to act as expected or directed by others who lead them. Meanwhile, Yukl (2012) says that leadership is that the method of influencing others to know and agree on what's required in concluding tasks and the way to hold out that task, moreover as a method to facilitate individual and collective efforts to realize common goals.

According to Hasibuan (2017), states that leadership vogue is means a pacesetter influences the behavior of subordinates that aims to encourage job enthusiasm, job satisfaction, and high worker productivity, to attain the most extreme organizational goals. Meanwhile, Basna (2016), states that The leadership style represents the leader's attitude in politics, skills, and philosophy. The leadership style is the result of the design of behavior patterns to achieve certain goals by integrating organizational goals with individual goals. Several types of leadership are recognized

and widely recognized, namely the autocratic type, the free-control type, the paternalistic type, the charismatic type, the militaristic type, the pseudo-democratic type and finally the democratic type.

Autocratic leadership considers that leadership is a personal right (leader), so it doesn't get to talk to others and nobody else ought to interfere. A leader who is classified as autocratic has several characteristics that tend to be negative. The prominent characteristic is the selfish attitude of an autocratic leader. An autocratic leader in making decisions always ignores the role of subordinates, refusing to accept suggestions and views that come from his subordinates. Hasibuan (2017) suggests dimensions of autocratic leadership style, namely:

- a. Absolute authority is centered on leadership
- b. Decisions made by leaders
- c. Subordinates are not allowed to provide opinions/suggestions
- d. Lack of attention to feelings and welfare of subordinates
- e. Leadership is focused only on work productivity
- f. Leaders do not provide information on organizational conditions

Discipline is one sign that a worker is good. Therefore, every company and organization certainly expect good human resources, namely being able to comply with written and unwritten regulations set by companies and organizations to achieve their goals (Idris, 2018). According to Singodimedjo (2005), states that discipline is an attitude of a person's willingness and willingness to follow and obey the prevailing regulatory norms around him. Meanwhile, according to Luthans (2005), states that discipline is the key to the success of a company in accomplishing its objectives. Hidayat (2017), that discipline is the knowledge and ability of an individual to follow all company regulations and relevant social norms. Awareness here is the attitude of someone who willingly obeys all the rules and is conscious of their duties and obligations, whereas willingness is an attitude, conduct, acts of someone who complies

with the business, whether written or not (Putri, R. K., Sandriawan, A. A., & Puspasari, 2020).

There are two types of job discipline Mangkunegara (2015), namely preventive discipline and corrective discipline. Preventive discipline is an attempt to encourage workers to obey and comply with job guidelines, the laws that have been outlined by the company. Its basic aim is to organize self-disciplined workers. In a preventive way, employees can maintain themselves against company regulations (Rizani, A. T., & Oktafien, 2020). Meanwhile, corrective discipline is an attempt to encourage workers to unite regulations and direct them to comply with the regulations in compliance with the relevant guidelines in the business. In corrective punishment, workers who breach discipline need to be punished in compliance with relevant regulations (Katiandagho, C., Mandey, S. L., & Mananeke, 2014).

Many indicators influence the level of discipline of employees of an organization. Singodimedjo (2005) work discipline is divided into four dimensions, including:

- a. Obeying the rules of time
- b. Obeying company rules
- c. Obeying the rules of behavior in work
- d. Obeying other regulations

Employee performance is the function or productivity of employees in carrying out their work (Widari, 2016). With good performance, every employee can carry out their duties and jobs effectively and efficiently so that the company or organization can achieve its goals or objectives (Amalia, S., & Fakhri, 2016). With that, the company or organization can be said to be successful or achieve success. According to Busro (2018) performance is the product of work that can be done by employees both individually and in groups in an organization, following the authority and responsibility given by the organization in achieving the vision and mission, and goals of the organization with the ability to solve problems following the specified time and not violating laws. Meanwhile, Adha (2019), stated that performance is the product of work in quality and quantity

accomplished by an employee in carrying out his duties in compliance with the responsibilities assigned to him.

According to Sutrisno (2016), employee performance is influenced by the effectiveness and efficiency of the following factors, authority, and responsibility, discipline, and initiative. According to Setiawan (2014) to measure performance can use the following indicators:

- a. Accuracy in completing tasks
- b. Suitability of working hours
- c. Attendance rate

Previous research is used as a basis for the preparation of research. The aim is to find out the results that have been carried out by previous researchers, as well as a comparison and description that can support subsequent similar research activities. According to Amalia (2019) in her research entitled "The influence of leadership and work discipline on employee performance at the Banjarmasin City Education Office," the findings show that leadership and job discipline simultaneously influence employee performance. Then according to Susantoa (2019) in his research entitled "The Influence of Leadership, Communication and Work Discipline on the Performance of Non-Medical Employees at Siti Aisyah Lubuklinggau Hospital", the results show that partially the three variables are only disciplinary variables that affect service satisfaction to the community. Furthermore, research conducted by Hersona (2017) shows that the functions of leadership, motivation, and employee performance are significantly influenced either partially or simultaneously by work discipline. An increase in leadership functions, employee motivation, and work discipline, can improve employee performance at the Manpower and Transmigration Office of Karawang Regency. Then research with the title "The Leadership Style Effect on The Job Satisfaction and The Performance" conducted by Rahmat (2019), the results of the hypothesis test show that leadership style has a significant positive effect on job satisfaction, leadership style has a significant positive effect on success, job satisfaction has an effect. significant positive on

performance and leadership style by work satisfaction has a significant positive impact on performance. And finally, the research conducted by Budiawan (2019) entitled "The Effect of Organizational Culture and Work Discipline Against Employees Performance Polytechnic "X" Bandung" shows that it is positively influenced by organizational culture, and employee performance is simultaneously positively influenced by work discipline. Employee performance (Y) is simultaneously influenced by organizational culture variables (X_1) and work discipline (X_2). 0.875% or 87.5%.

The hypothesis of this study are as follows:

- H1 : Autocratic leadership have a positive effect on employee performance
 H2 : Work discipline has a positive influence on employee performance
 H3 : Autocratic leadership and work discipline has a positive influence on employee performance

Research Methodology

The research method used in this research is the descriptive verification method with a quantitative approach (Setiawan, 2021). According to Nugraha (2019); Sugiyono (2017) the descriptive method is research conducted to determine the existence of independent variables, either only in one or more variables (independent variables) without making comparisons and looking for relationships between these variables and other variables (Amalia, 2020; Angelina, 2020). While the verification is research conducted on a particular population or sample to test

predetermined hypotheses. Quantitative research methods can be defined as a research method based on the philosophy of positivism, used to research on a particular population or sample, data collection using research instruments, data analysis is quantitative/statistical, to test the established hypothesis (Nariswari, 2020; Octavia, 2020). The unit of analysis in this study is all employees who are in the Department of Culture and Tourism in "ABC" City. Data collection techniques used in this research are field studies (interviews and questionnaires) and literature studies. In this study, there are two variables to be examined, namely the following independent variables represented by Autocratic Leadership (X_1) and Work Discipline (X_2), as well as the dependent variable represented by Employee Performance (Y). The population in this study were 76 employees of the "ABC" City Culture and Tourism Office. Because the total population is not greater than 100 respondents, the authors take 100% of the total population at the "ABC" City Culture and Tourism Office, which is 76 people. Thus, the entire population is used without having to draw the research sample. The data analysis technique in this research will be carried out by qualitative and quantitative analysis (Nugraha, 2020; Widajatun, 2019). The data analysis used is multiple linear regression analysis (Nugraha, 2021; Wijaya, 2020). To simplify data management, researchers used the SPSS (Statistical Package and Social Science) software 20 for Windows, to generate data from several tests such as Classical Assumption Test, Multiple Linear Regression Test, Analysis of the Coefficient of Determination, and Hypothesis Testing.

Results And Discussion

Table 1. Multiple Linear Regression Analysis Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	-2,762	3,726	-0,741	0,461
	TX1	0,232	0,108	2,149	0,035
	TX2	0,748	0,074	10,049	0,000

a. Dependent Variable: TY

Source: SPSS version 20 Output Results

Based on the output above, the regression equation is made as follows:

$$Y = -2,762 + 0,232X_1 + 0,748X_2$$

The multiple linear regression equation can be explained as follows:

1. Positive and significant autocratic leadership values indicate that autocratic leadership has a significant influence on employee performance, meaning that if the attribute value is increased by 0.232, it will increase employee performance by 0.232.
2. The positive and significant value of work discipline shows that work discipline has a significant influence on employee performance, meaning that if work discipline is enforced by 0.748 it will increase employee performance by 0.748.

3. A constant value of -2,762 means that if the variables of autocratic leadership and work discipline are fixed, the employee's performance is -2,762.

The correlation coefficient is useful for partially measuring the strength of the relationship between two variables with certain scales (Ayunitha, 2020; Susanti, 2021). The coefficient of determination (R-square) in essence measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is 0 and 1. In this study, the relationship in question is the relationship between Autocratic Leadership (X_1) and Employee Performance (Y) and Work Discipline (X_2) with Employee Performance (Y) which is then interpreted in the coefficient interpretation table. Spearman correlation.

Table 2. Correlation Test and Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,766 ^a	0,587	0,575	3,85689

a. Predictors: (Constant), TX2, TX1

b. Dependent Variable: TY

Source: SPSS version 20 Output Results

Value The correlation coefficient between autocratic leadership (X_1) and work discipline (X_2) and employee performance (Y) is 0.766, indicating a strong relationship because it is between 0.60 - 0.799.

To find out how much influence autocratic leadership (X_1) and work discipline (X_2) on employee performance (Y), it can be seen from the coefficient of determination (R-square) of 0.587 or 58.7%, which means that employee performance is determined by autocratic leadership (X_1) and work

discipline (X_2) of 58.7% while the remaining 41.3% was influenced by other factors not examined.

The F test is used to find out how strong the influence or relationship of two or more variables together (Nugraha, 2020; Ramadhanti, 2021; Susanti, 2020). In this study, the F test was conducted to determine how much the relationship between autocratic leadership and work discipline on performance. The simultaneous test results / F test can be seen in the following table:

Table 3. F Test Results (Simultaneous)

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1540,938	2	770,469	51,794	0,000 ^b
	Residual	1085,917	73	14,876		
	Total	2626,855	75			

a. Dependent Variable: TY

b. Predictors: (Constant), TX2, TX1

Source: SPSS version 20 Output Results

Based on table 3. it is known that the significant value for the effect of autocratic leadership (X_1) and work discipline (X_2) simultaneously on performance (Y) is $0.000 < 0.05$ and $F_{\text{count}} 51.794 > 3.12$, so it can be concluded that H_0 is rejected, which means that there is an influence between autocratic leadership (X_1) and work discipline (X_2) simultaneously on performance (Y).

The t-test was conducted to determine the effect of partially (individually) independent variables, namely autocratic leadership and work discipline on the dependent variable, namely employee performance (Supardi, 2021; Susyana, 2021; Taohid, 2021). The confidence level used is 95%, then the value of $\alpha = 0.05$.

**Table 4. T-Test Results (Partial)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	-2,762	3,726	-0,741	0,461
	TX1	0,232	0,108	2,149	0,035
	TX2	0,748	0,074	10,049	0,000

a. Dependent Variable: TY

Source: SPSS version 20 Output Results

Based on the table above, the sig value on the influence of autocratic leadership (X_1) on performance (Y) is $0.035 < 0.05$ and $t_{\text{count}} 2.149 > 1.993$ (t_{table}), so it can be concluded that H_0 is rejected, which means autocratic leadership (X_1) has a partial effect on employee performance (Y).

Furthermore, the sig value obtained on the effect of work discipline Based on the table above, the sig value on the influence of autocratic leadership (X_1) on performance (Y) is $0.035 < 0.05$ and $t_{\text{count}} 2.149 > 1.993$ (t_{table}), so it can be concluded that H_0 is rejected, which means autocratic leadership (X_1) has a partial effect on employee performance (Y).

Furthermore, the sig value obtained on the effect of work discipline (X_2) on performance (Y) is $0.000 < 0.05$ and $t_{\text{count}} 10.049 > 1.993$ (t_{table}), so it can be concluded that H_0 is ejected which means work discipline (X_2) affect partially on performance (Y)..

CONCLUSION

Based on research and analysis results regarding the influence of autocratic leadership and work discipline on employee performance of the “ABC” City Culture and Tourism Office, the authors can draw the following conclusions:

1. There is a positive and significant influence between autocratic leadership on employee performance at the “ABC” City Culture and Tourism Office. This is shown from the test results $t_{\text{count}} 2,149 > 1,993$ (t_{table}) with significance 0.035. Thus, H_1 is accepted and it is concluded that the positive influence of autocratic leadership on employee performance means that the higher / better the leadership is given, the higher the performance of the employees of the “ABC” City Culture and Tourism Office.
2. There is a positive and significant influence between work discipline on employee performance at the “ABC” City Culture and Tourism Office. This is shown from the test results of the $t_{\text{count}} 10.049 > 1.993$ (t_{table}) with

a significance of 0.000. Thus, H_2 is accepted and the conclusion is that the existence of a positive influence on work discipline on employee performance means that the higher the work discipline of employees, the higher the performance of the employees of the “ABC” City Culture and Tourism Office.

3. There is a significant influence between autocratic leadership and work discipline on employee performance. This is shown from the test results of the $F_{\text{count}} 51.794 > 3.12$ (F_{table}) with a significance of 0.000.

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