



The Influence of Visionary Leadership, Organizational Culture, and Work Discipline on Employee Performance at SMP Negeri 1 Kedungwaringin

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Abstract: This study has purpose in determining the correlation between visionary leadership, organizational culture, and work discipline in influencing the performance of employees at SMPN 1 Kedungwaringin Bekasi Regency. This research method applies empirical quantitative research through verifiative descriptive approach. The population and sample used amounted to 64 respondents consisting of 59 teachers and 5 education staff. The results of this research indicate that visionary leadership, organizational culture, and work discipline had significantly positive effect on the performance of employee. In addition, vision leadership, organizational culture, as well as work discipline also had simultaneous effect on the performance.

Keywords: Vision Leadership, Organizational Culture, Work Discipline, Employee Performance.

INTRODUCTION

Increasing the quality of education can be done completely by preparing the readiness of human resources who elaborate within educational process. Human resource (HR) can be defined as productive individuals who work as navigator of an organization, that have functions as assets so that they should be well trained and developed. In educational institutions, human resource management is very important to be implement (Akilah, 2018). Without human resource management, an organization will struggle to achieve its goals, same goes to the educational institutions (Prasetyo, 2019). In a school life, the existence of human resources, especially employees, has an important role in school activities. One of benchmarks used to measured the success of human resource management in educational institutions is the performance which achieved by an employee in performing their tasks and responsibilities given by the education institution.

State Junior High School (SMPN) 1 Kedungwaringin Bekasi Regency is a State Junior High School that has 1,083 students which supported by 64 employees that spread across the units of Teachers and Education Staff. However, it seems like the number of employees cannot catch up with the tasks that should be done has causing various problems at SMPN 1 Kedungwaringin Bekasi, especially related to the performance which is tend to decline. This performance decline is proven by the percentage of realization that is still far from the target figure that should be achieved during 2021, whereas the realization was minus 11.91% of the planned target. To strengthen these findings, the authors conducted pre-research on the factors that allegedly affect employee performance at SMPN 1 Kedungwaringin Bekasi Regency. The results of the author's research conducted to 30 employees who were randomly choosen had shown that visionary leadership, organizational culture, and work discipline are the 3 main factors that allegedly affect the performance of employee.

According to the observations results, it was found that the problem occured at SMPN 1 Kedungwaringin was the lack of firmness of the school leadership in determining the final picture in the implementation of activity program. Although at the beginning it has been mutually agreed on the final results of an activity program, but when it presented to school leaders by the School Development Team (TPS), the leaders seems not satisfied with the results which is not as expected. This brought an impact on the employees whereas employees felt humiliated at work so it will reduce their work motivation. In addition, the author found another problem that is often seen at SMPN 1 Kedungwaringin is a organizational culture that seems so weak. Every employee has authority to apply for permits at any time they want, Although the school has a salary deduction rule for permits, which is thought to be less effective. The use of free working hours without any supervision causes employee concentration to decrease so there are often delays in completing tasks. Besides visionary leadership and organizational culture, work discipline is also one of the factors that affect employee performance. According to the preliminary research in the table above, it shows that the discipline of employees at SMPN 1 Kedungwaringin Bekasi is still not fully optimal, it can be viewed by the results of respondents' answers in the category of quite agree.

The results of this preliminary research are further strengthened by several previous studies which defined that visionary leadership has an influence on employee performance (Elmi et al., 2017; Thamrin, 2020; Habe & Natasya, 2021; Falah, 2022). Organizational culture is also considered to significantly improve employee performance (Wardani et al., 2016; Novziransyah, 2017; Sagita et al., 2018). Research by Muis et al (2018), Firsda et al (2020), and Tahniah (2021) also found a strong relation between work discipline in improving an employee's performance. Even according to Muis et al. (2018) work discipline which is optimally applied as a management tool will affect and encourage employees to behave positively, dedicatively and productively.

Study related to performance can be drawn a common thing from all because there is a similar opinion among researchers about the importance of performance and its impact on organizations. Performance is the main instrument to realize organizational goals and for the existence of the organization by looking at several factors, such as visionary leadership, organizational culture and work discipline (Wulandari, 2016; Suprihat & Djamil, 2018; Oktaviyani, 2022). This, the author intends to conduct the research with the title "The Influence of Visionary Leadership, Organizational Culture, and Work Discipline on Employee Performance at SMP Negeri 1 Kedungwaringin."

LITERATURE REVIEW

Visionary Leadership

According to Mukti (2018), visionary leadership is the ability of a leader to clearly define a vision and socialize this vision through creative and innovative ideas. Furthermore, Herni (2020) said that visionary leadership is the capacity of leaders to create, formulate, socialize and implement ideal thoughts that come from within themselves or as social interactions between members of the organization and stakeholders which are believed to be the ideals of the organization in the future and must be achieved or realized through the commitment of all member. Adriansyah et al (2022) revealed that visionary leadership is a style of leadership which starts by reveal a joint vision that captures changes in society, which then becomes the direction of school members, to work in harmony with a mutually agreed upon vision. Dimiyati explained that there are four main roles that should be mastered by a visionary leader as the key to success (Pulungan, 2020), namely direction setters, change agents, spokespersons, and trainers.

Organizational Culture

Irnawati & Prasetyo (2019) define organizational culture as values / symbols that should be understood and obeyed together by organizational members so as to create a condition of harmony as a family. Furthermore, Bahri (2018) said that organizational culture is the main philosophy of the organization that contains beliefs that are characteristic of the organization. Organizational culture has an important influence on employee attitudes and behavior. Organizational culture has an impact on employee performance where organizational culture is one aspect of management in achieving the goals of an organization. According to Sagita et al (2018), in assessing organizational culture, companies need to consider innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability.

Work Discipline

According to Lumentut & Dotulong, discipline is generally defined as compliance and conformity with the rules or regulations that apply in their respective organizations (Siagian &; Khair, 2018). Work discipline is identified as employee behavior to manage self-control and moral reinforcement against company rules (Bugdol, 2018; Riyanto et al 2021; Boyd, 1984; Riyanto & Prasetyo, 2021). Work discipline is the key to success in increasing acknowledgment of company regulations and serves as a starting point in improving work skills and quality (Foucault, 1977; Prasetyo &; Riyanto, 2019; Manganese, 2009; Prasetyo &; Ariawan, 2023; Esbester, 2008). According to Afandi (2018), work discipline is a rule or regulation made by the management of an organization, so that it is created and formed through processes and a series of behaviors that show the values of obedience, compliance, order, and discipline. Furthermore, Afandi (2018) also suggests that work discipline can be implemented by all members or employees who work in an organization if they obey the rules of time, and have work responsibilities.

Employee Performance

Based on Rismawati & Mattalata (2018), performance can be said as a condition which should be acknowledge and confirmed related to specific detail in order to find out the level of achievement as the results of work in line with the vision performed by a company or firm that recognize the positive and negative impacts of an operational policy. An excellent performance of Employee can be the most important factors in the efforts of a company or organization to increase productivity (Riyanto &; Prasetyo, 2021). Furthermore, Robbins said

that in assessing the performance of employee, it is necessary to consider quality, quantity, punctuality, effectiveness, and independence (Sopiah & Sangadji, 2020).

Previous Research

The characteristics of visionary leadership in terms of individual consideration, intellectual stimulation and inspirational discipline are all efforts to produce workers who have high productivity, higher morale and satisfaction and high discipline (Asmani, 2012; Mukaddamah, 2020). Visionary leadership affect work discipline (Mukaddamah, 2020). In addition, visionary leadership is also proven to have an influence to improve employee performance (Elmi et al., 2017; Thamrin, 2020; Habe & Natasya, 2021; Falah, 2022). Discipline is not only a reflection of positive attitude of an employee but also greatly assist to success in carrying out their duties. The higher the organizational culture felt by employees at school, the higher the work discipline of employees (Yukl et al., 2013; Mukaddamah, 2020). Besides that, through the discipline shown by employees will be able to improve their performance personally (Muis et al 2018; Fitria, 2018; Firsda et al 2020; Tahniah, 2021). Performance is the main instrument of awareness to realize organizational goals and for the survival of the organization by considering at several factors such as visionary leadership, organizational culture and work discipline (Wulandari, 2016; Suprihat & Djamil, 2018; Oktaviyani, 2022).

Development of Conceptual Hypotheses and Frameworks

Based on the research phenomenon, and theories and some previous research that has been presented above, the hypothesis and research framework are:

1. There is an effect occurred between visionary leadership and the performance of employees at SMPN 1 Kedungwaringin Bekasi Regency
2. There is an influence of organizational culture on the performance of employees at SMPN 1 Kedungwaringin Bekasi Regency;
3. There is an influence of work discipline on the performance of employees at SMPN 1 Kedungwaringin Bekasi Regency;
4. There are influences of visionary leadership, organizational culture and work discipline on the performance of employees at SMPN 1 Kedungwaringin Bekasi Regency.

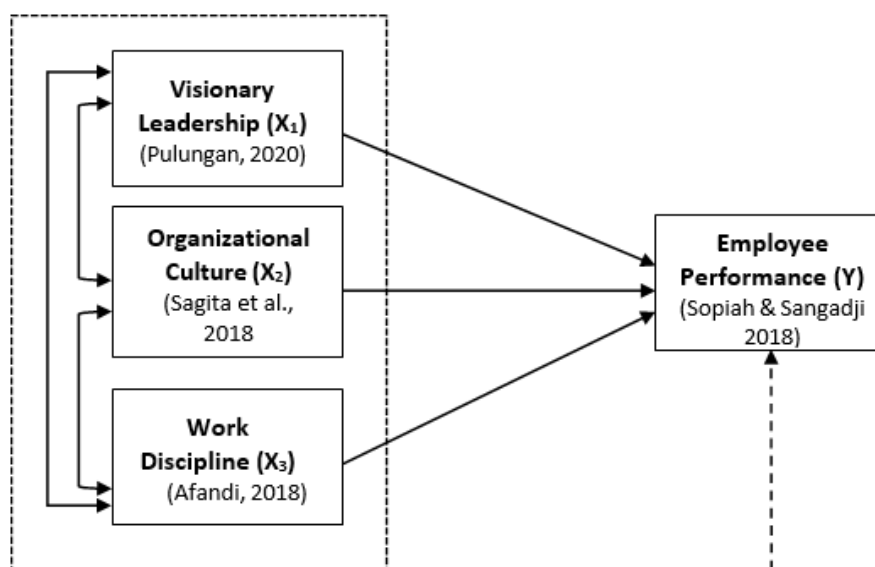


Figure 1. Illustrates Research Framework

RESEARCH METHODS

The research method that the author used in this study was quantitative research that is empirical. The approach used was descriptive and verifiative with aim of presenting a structured, factual and accurate facts of the relation between variables studied (Sugiyono, 2019). The variables which studied include, visionary leadership, organizational culture, work discipline, and the performance of employee. Research population used was 64 respondents who are employee of SMPN 1 Kedungwaringin, Bekasi Regency. Because the population was quite small (limited), the sample used in this study was the total population, which is 64 respondents including 59 teachers and 5 education staff. Data collection in this study was divided into two techniques, namely field research and literature study. The data analysis used scale range analysis techniques and path analysis.

RESULT AND DISCUSSION

Referring to the results of the questionnaire which was distributed to respondents, the majority of respondents to this study were women (57.81%), aged between 36-45 years (56.25%), had an S1 education (87.50%), with an income of < IDR 3,000,000 (42.19%), and had working period of < 5 years (42.19%). This result shows that the majority of respondents are women who have high knowledge and mobility and who like to find challenges, so SMPN 1 Kedungwaringin should implement conducive environmental conditions and leadership that can protect all employees, so they will feel comfortable and have an impact on improving their performance.

Based on the results of the data validity test, 66 research indicators were declared valid as evidenced by $r\text{-count} > r\text{-critical values}$ (0.30). In evaluating the reliability of the data, the four research variables were also declared reliable, where the four variables had a Cronbach alpha value above 0.70, namely visionary leadership (0.846), organizational culture (0.795), work discipline (0.852), and employee performance (0.932). In the data normality test, a significant value was also obtained from the Kolmogorov-smirnov test, which was 0.616 greater than 0.05 so that it was stated that the data was normal (Ghozali, 2016).

Based on employee responses regarding visioner leadership at SMPN 1 Kedungwaringin which measured by 19 statement items, it can be seen that the lowest score value is on the indicator that the leader has the ability to convey organizational targets with a score of 252 and category as good. Employee responses regarding organizational culture applied at SMPN 1 Kedungwaringin measured by 19 statement items showed that the lowest score was on the indicator of leadership always paying attention to small things by 239 with overall average score obtained on employee responses about organizational culture was 261.11 so that it can be said that organizational culture is classified as good. Employee responses regarding work discipline at SMPN 1 Kedungwaringin which measured by 15 statement items, it can be seen that the lowest score is on the indicator of employees returning home based on work time with a score of 244 and overall it is known that the score obtained on the work discipline variable is 259 therefore it can be said that work discipline is classified as good. Employee responses regarding the performance of employees at SMPN 1 Kedungwaringin measured by 12 statement items showed that the lowest score was in the statement that employees had the ability to manage the activity budget so that it was carried out well at 244 with overall percentage value obtained on the employee performance variable was 257.67 so that it could be known that employee performance is classified as good.

According to the correlation results, the amount of correlation between visionary leadership and organizational culture is 0.618 therefore it is concluded to have a positive in moderate level. The amount of correlation between second independent variable, namely organizational culture with work discipline is 0.615 so that it is said to have a positive in strong correlation level. The amount of correlation between the independent variable of

visionary leadership and work discipline is 0.323 so that it is concluded to have a positive direction in low level of correlation.

Based on path coefficient analysis, it can be seen that the amount of associative degrees or path coefficients of organizational culture variables (0.627) which is higher than the other two variables, namely visionary leadership (0.189) and work discipline (0.181), meaning that organizational culture can be more influential on employee performance.

Table 1. The value of path coefficient results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.029	2.471		2.885	.005
	Visionary leadership	.127	.039	.189	3.089	.003
	Organizational culture	.398	.057	.627	7.959	.000
	Work discipline	.227	.097	.181	2.496	.015

Based on the results that presented in the Table 1, it was found that the three independent variables (visionary leadership, organizational culture, and work discipline) had a positive value in influencing the performance of SMPN 1 Kedungwaringin's employees which was evidenced by the t-count value which above the t-table, with significance value < 0.05 .

Table 2. Simultaneous effect between variables

Var.	Path Coefficient	Direct effect	Indirect effect			Sub Total Effect
			X1	X2	X3	
X1	0.189	0.0357		0.0729	0.0110	0.1199
X2	0.627	0.3931	0.0732		0.0701	0.5361
X3	0.181	0.0328	0.0110	0.0701		0.1139
Total Effect						0.7699

According to the simultaneous effect between variables results, the total effect of visionary leadership variables, organizational culture and work discipline on the performance of employees at SMPN 1 Kedungwaringin was 0.7699 or 76.99%. So the three independent variables can be said have simultaneous effect of 76.99% on employee performance.

The image of visionary leadership at SMPN 1 Kedungwaringin Bekasi based on respondents' responses from the results of data analysis obtained an average score of 267.74, which is in good category. This proven that the visionary leadership at SMPN 1 Kedungwaringin Bekasi is good. This condition indicate that the accomplishment of employees at SMPN 1 Kedungwaringin Bekasi Regency was achieved because they were well supported by visionary leadership. Because good leadership is one of the supporting factors for employee productivity which ultimately has an impact on increasing the levels of employee performance. An overview of the organizational culture of employees at SMPN 1 Kedungwaringin Bekasi Regency, those respondents were responses with an average score value of 261.11 and categorized as in a good category. This shows that the organizational culture at SMPN 1 Kedungwaringin Bekasi Regency is good. This result is in line with the results of research which conducted by Hasibuan (2022), and Firmansyah (2021) who explained that organizational culture is under good judgment.

The description about work discipline at SMPN 1 Kedungwaringin based on respondents' responses were obtained with an average score value of 259 which is

categorized as good. This indicates that work discipline at SMPN 1 Kedungwaringin is good. This result is supported by research which was conducted by Mukaddamah (2020) who defined that work discipline is categorized as good. The description of performance of employees at SMPN 1 Kedungwaringin based on respondents' responses were obtained with an average score value of 257.67 which is categorized as good. This shows that the performance of employees at SMPN 1 Kedungwaringin is good. This result is in line with the results of research by Hasibuan (2022), Firmansyah (2021), Fau et al. (2022), and Habe & Natasya (2021) who stated that performance is in the good category.

The effect of visionary leadership on employee performance at SMPN 1 Kedungwaringin reached 0.1199 or 11.99%. So it can be concluded that visionary leadership variable affects employee performance variables at SMPN 1 Kedungwaringin. Employees are the spearhead of the implementation of activities which directly play a role in realizing the goals of the institution or organization. The accomplishment of employee empowerment depends on the use of human resources, so it is important to be considered by every leader in the organization. These results are in line with research by Elmi et al. (2017), Thamrin (2020), Habe & Natasya (2021), and Falah (2022) who declared that visionary leadership has an influence on employee performance.

The influence of organizational culture on employee performance at SMPN 1 Kedungwaringin reached 0.5361 or 53.61%. Therefore it can be concluded that organizational culture variable has an influence on performance. Organizational culture can influence the work group in terms of how it works, its thoughts and views. Do employees show enthusiasm, discipline, desire, or bad things such as lack of responsiveness, laziness, and others. The values and vision which contained in the organizational culture have meaning, purpose and commitment for employees. Organizations have personalities, does similar to individuals who can be unfriendly or supportive, can be rigid or even flexible, can be innovative or even conservative. Employees who possess with high organizational culture can be motivated to work, so they tend to be more active and their work results will be in accordance with the standards determined by the institution or organization (Sagita, 2018). These results are in line with those research which was conducted by Wardani et al. (2016), Novziransyah (2017), and Sagita et al. (2018) who described that organizational culture significantly improves performance.

Meanwhile, The impact of discipline on employee performance at SMPN 1 Kedungwaringin reached 0.1139 or 11.39%. In other words that the variable of work discipline has an influence on the performance. These results show that work discipline runs well within the institution. When did evaluation, it is found that work discipline affects employee performance, meaning that the higher a person's work discipline, the higher the performance will be achieved. These results are relevant to Muis et al. (2018), Fitria (2018), Firsda et al. (2020), and Tahniah (2021) who argued that there is a significantly positive effect which occurred of work discipline on employee performance. This explains the importance of implementing high discipline at work. Moreover based on Muis et al (2018) work discipline which truly applied as a management tool will affect and encourage employees to behave positively, dedicatively and productively.

The effect of visionary leadership, organizational culture and work discipline towards the performance of employees at SMPN 1 Kedungwaringin, Simultaneously reached 0.7699 or 76.99%. Therefore, it can be concluded that there is an influence occurred between visionary leadership and organizational culture and work discipline towards performance. Research on performance can be drawn a common opinion among researchers about the importance of performance and its impact on organizations. Performance is the main instrument for accomplishing organizational goals as well as for the existence of the organization by

considering several factors, such as visionary leadership, organizational culture and work discipline.

CONCLUSION

Based on data analysis results which has been performed above, it can be said that visionary leadership, organizational culture, and work discipline have a significantly positive impact on employee performance at SMPN 1 Kedungwaringin Bekasi Regency both partially and simultaneously. Based on respondents' answers, it stated that visionary leadership variables, organizational culture, work discipline, and employee performance are in the good category.

Elicited from the research results, the author suggests: 1) The principal of SMPN 1 Kedungwaringin Bekasi Regency needs to commit to a leadership style that is acceptable to all employees. 2) The whole academic community of SMPN 1 Kedungwaringin Bekasi Regency should continue to strive to implement a conducive work culture for its employees on every occasion and during school activities; 3) The principal of SMPN 1 Kedungwaringin Bekasi Regency must be able to evaluate and provide action towards employees who violate school regulations and 4) Further researchers can use this research as a reference, with various analysis models and in diverse objects, for example in companies, industries, or other institutions, so that various results can be achieved.

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