

**THE EFFECT OF LEADERSHIP, WORK STRESS AND WORK DISCIPLINE ON
EMPLOYEE PERFORMANCE AT THE DPRD SECRETARIAT OFFICE
PONOROGO REGENCY**

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Abstract : This study aims to determine the effect of leadership, work stress and work discipline on employee performance at the DPRD Secretariat office in Ponorogo Regency. This study uses a quantitative approach. Based on the results of the discussion according to the data managed by the multiple linear regression analysis model it is concluded that; From the results of data analysis it is known that the performance of employees at the Secretariat Office of the DPRD Ponorogo Regency is not affected by the Leadership variable. Employee Performance at the Ponorogo Regency DPRD Secretariat Office and from the results of data analysis it is known that Leadership, Work Stress and Work Discipline simultaneously affect Employee Performance at the Ponorogo Regency DPRD Secretariat Office.

Keywords: Leadership, Work Stress, Work Discipline, Employee Performance, DPRD Ponorogo Regency

1. Introduction

Human resource management (personnel) is an activity that focuses attention on employee issues in order to obtain, promote and empower the workforce in such a way that it is empowered and effective and able to display its best performance. This is important, because employees are people who give their energy, talent, creativity and effort to the company so that it develops better. This can be realized if individuals in institutions carry out their rights and obligations under good leadership, avoid work stress and uphold high work discipline in accordance with their respective duties and functions in a solid team work, because achieving goals is the result of work. all members and is collective.

One important factor that becomes a problem within the Ponorogo Regency DPRD Secretariat is that the work situation one encounters is sometimes not always conducive. For this reason, leadership abilities and skills are needed in mobilizing and directing employees who are able to create and maintain good relationships with subordinates so that they can work productively.

Another factor of concern at the Ponorogo Regency DPRD Secretariat Office is work stress. Stress is a common aspect of job experience, most often expressed as job dissatisfaction, but it is also expressed in strong affective states: anger, frustration, hostility, and irritation. More passive responses are also common, for example boredom and boredom (tedium), mental fatigue (burnout), fatigue (fatigue), helplessness, no hope, lack of passion, and depressed mood.

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In addition, the problem of employees having to carry out their duties multiple times (providing services to each member, as well as the DPRD as an institution as well as government employees) requires more focus. Being an employee like this is not an easy thing, especially in maintaining an attitude while carrying out duties, because you have to follow various leadership decisions within the DPRD but institutionally also follow directions from the government environment. This is felt like a dualism of leadership which leads to role ambiguity.

The problem of good performance related to the provision of public services also still occurs frequently in the DPRD Ponorogo district. This is because the good performance of civil servants in general is still relatively low. The number of violations that are still being committed by Civil Servants (PNS), namely the factor of work discipline, is an important problem to find a solution to improve performance in a sustainable manner. The lack of discipline in working at the Ponorogo Regency DPRD Secretariat office has hampered many reports. Lack of dexterity in carrying out tasks is at risk in collecting files that are misdirected and cause stress at work.

As is known, in producing optimal performance it takes work discipline so that organizational goals can be achieved. Good discipline reflects a person's sense of responsibility towards the tasks assigned to employees/employees. In fact, with the growing development of an organization/company and the increasing level of technology used by the company, it results in changes and the wider scope of work to be carried out by the workforce, so that it is necessary to hold discipline so that the goals of the organization/company can be achieved. So if this can be resolved, the level of employee performance will be even higher (Tanjung, 2015).

The application of discipline for employees is expected to improve employee performance. In addition, it is necessary to support a good work environment, namely a work environment that can support smooth, security, safety, cleanliness and comfort at work and the presence of adequate facilities so that employees feel safe, calm and happy in their work. carrying out the assigned tasks and responsibilities.

2. Literature Review

a. Performance

According to Mangkunegara (in Widiarko, 2017: 12) HR performance is work performance or work results, both quality and quantity achieved by HR per unit time period in carrying out their work duties in accordance with the responsibilities given to them.

b. Leadership

According to Slamet (2012: 3), leadership is an effort to influence many people through the Work Environment to achieve goals, how to influence people with instructions or orders, actions that cause other people to act or respond and cause positive changes, important dynamic forces that compensate and coordinate Leadership in order to achieve goals, the ability to create self-confidence and support from subordinates so that leadership goals can be achieved.

c. Work Stress

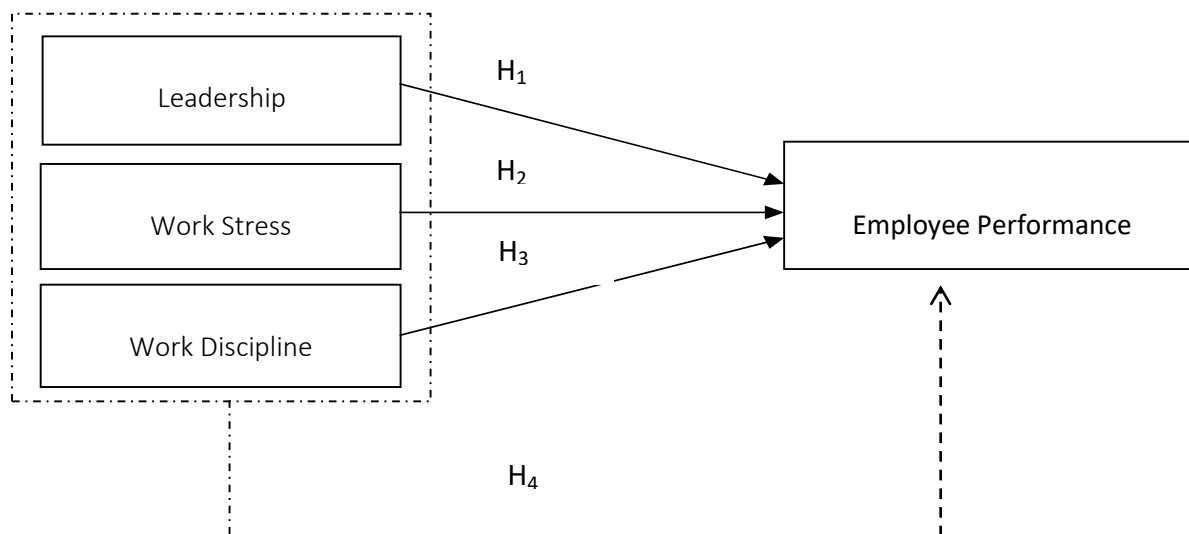
According to Arianty, et al. (2016), work stress is a condition of tension experienced by employees or workers that can affect one's emotions, thought processes and conditions. Work stress can affect a person's ability to face work which can later hinder the achievement of the expected performance and will certainly be detrimental to leadership.

d. Work Discipline

According to Barnawi & Arifin (in Widiarko, 2017: 30), Work Discipline is a person's ability to work regularly, diligently, continuously, and work in accordance with applicable rules by not violating predetermined rules.

e. Framework of thinking

Based on the hypotheses proposed in the theoretical studies that have been reviewed by researchers, the conceptual framework of this study is as follows



3. Research Method

Research design

According to the problems that have been studied, this type of research is quantitative research. Quantitative research is a research method used to present research results in the form of numbers or statistics (Sugiyono, 2014: 352). The population used was all employees of the Ponorogo Regency DPRD Secretariat. The sample used was all employees of the Ponorogo Regency DPRD Secretariat as many as 69 employees. The technique used in sampling in this study

is saturated sampling. The type of data used is primary data and secondary data. The data collection technique used is a questionnaire or a questionnaire.

4. Results And Discussion

a. Instrument Test

1) Validity Test

Table 1
 Research Instrument Validity Test Results

No. Item Pernyataan	Pearson Correlation (r_{hitung})	r_{tabel}	Keterangan
Pernyataan 1	0,527	0,205	Valid
Pernyataan 2	0,527	0,205	Valid
Pernyataan 3	0,739	0,205	Valid
Pernyataan 4	0,497	0,205	Valid
Pernyataan 5	0,286	0,205	Valid
Pernyataan 6	0,739	0,205	Valid
Pernyataan 7	0,527	0,205	Valid
Pernyataan 8	0,493	0,205	Valid
Pernyataan 9	0,345	0,205	Valid
Pernyataan 10	0,493	0,205	Valid
Pernyataan 11	0,583	0,205	Valid
Pernyataan 12	0,527	0,205	Valid
Pernyataan 13	0,534	0,205	Valid
Pernyataan 14	0,739	0,205	Valid
Pernyataan 15	0,493	0,205	Valid
Pernyataan 16	0,493	0,205	Valid
Pernyataan 17	0,739	0,205	Valid
Pernyataan 18	0,454	0,205	Valid
Pernyataan 19	0,534	0,205	Valid
Pernyataan 20	0,534	0,205	Valid

Table 2
 Research Instrument Reliability Test Results

Item-Total Statistics				Cronbach's Alpha if Item Deleted
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	
Pernyataan1	84.35	33.965	.452	.871
Pernyataan2	84.35	33.965	.452	.871
Pernyataan3	84.52	32.224	.687	.862
Pernyataan4	84.14	34.626	.431	.871
Pernyataan5	84.28	35.791	.200	.879
Pernyataan6	84.52	32.224	.687	.862
Pernyataan7	84.35	33.965	.452	.871
Pernyataan8	84.10	34.681	.428	.871
Pernyataan9	84.06	35.614	.272	.876
Pernyataan10	84.10	34.681	.428	.871
Pernyataan11	84.19	33.449	.511	.869
Pernyataan12	84.35	33.965	.452	.871
Pernyataan13	84.09	34.139	.465	.870
Pernyataan14	84.52	32.224	.687	.862
Pernyataan15	84.10	34.681	.428	.871
Pernyataan16	84.10	34.681	.428	.871
Pernyataan17	84.52	32.224	.687	.862
Pernyataan18	84.17	34.881	.385	.873
Pernyataan19	84.32	33.750	.456	.871
Pernyataan20	84.09	34.139	.465	.870

b. Hypothesis testing

1) t test (Partial Test)

Table 3.
The t test of the Variable Influence of the Effect of Leadership on
Employee Performance

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.081	1.465		.738	.463
	Leadership	-.192	.082	-.198	-2.334	.023

a. Dependent Variable: Employee Performance

Based on the table above, the t count is -2.334. The t count is then compared with the t table of 2,000 with the condition that if t table < t count Ho is accepted and if t count > t table Ho is rejected. Based on the existing comparisons, it is known that t count < t table (-2.334 > 2.000) so that it can be concluded that Ho is accepted and Ha is accepted, meaning that there is no significant influence of the Leadership Variable on Employee Performance.

Table 4.
T test Effect of Work Stress Variables on
Employee Performance

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.081	1.465		.738	.463
	Work Stress	.633	.146	.549	4.342	.000

a. Dependent Variable: Employee Performance

Based on the table above, the t count is 4.342. The t count is then compared with the t table of 2,000 with the condition that if t table > t count Ho is accepted and if t count > t table Ho is rejected. Based on the existing comparisons, it is known that t count > t table (4.342 > 2.000) so it

can be concluded that H_0 is rejected and H_a is accepted, meaning that there is a significant influence of the Job Stress variable on Employee Performance.

Table 5.
T-test The Effect of Work Discipline Variables on
Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.081	1.465		.738	.463
	Work Discipline	.505	.118	.513	4.276	.000

a. Dependent Variable: Employee Performance

Based on the table above, the t count is 4.276. The t count is then compared with the t table of 2,000 with the condition that if t table > t count H_0 is accepted and if t count > t table H_0 is rejected. Based on the existing comparisons, it is known that t count > t table ($4.276 > 2.000$) so it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is a significant influence of the Work Discipline variable on Employee Performance.

2) F Test The Effect of Leadership, Work Stress and Work Discipline Simultaneously on Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.470	3	53.490	84.189	.000 ^b
	Residual	41.298	65	.635		
	Total	201.768	68			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Leadership, Work Stress

Based on the table above, an F count of 84.189 is obtained. The F count is then compared with the F table of 3.01 with the condition that if F table > F count H_0 is accepted and if F count > F table H_0 is rejected. Based on the existing comparisons, it is known that F count > F table ($84.189 > 3.01$) so it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is a significant independent effect/ X_1 , X_2 and X_3 (Influence of Leadership, Work Stress and Work

Discipline as a whole simultaneously/simultaneously to the dependent variable/Y (Employee Performance).

c. Discussion

1) The Influence of Leadership (X1) Partially on Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency

Based on the results of data analysis it was found that employee performance at the Ponorogo Regency DPRD Secretariat Office was not influenced by leadership factors, where based on the results of statistical tests with SPSS version 26.00 (t test) the independent variable Effect of Leadership, obtained the value of $t \text{ count} < t \text{ table}$ ($-2,334 < 2.000$) with a regression coefficient of -0.192 . This means that the more uncondusive the existing leadership, the worse the employee performance at the Secretariat Office of the DPRD Ponorogo Regency.

Leadership in an organization or agency becomes very important because without leadership, an organization is a collection of people and machines that are disorganized, chaotic. The need for leadership if an organization wants to be successful, especially good employees, always want how they can contribute to achieving organizational goals. To arouse enthusiasm, employees need leadership as a basis for external motivation to keep their goals in harmony with bureaucratic goals (Robbins, 2014).

Applying the right leadership is important for the success of every organization, both in government and private organizations/agencies. According to Abdul Edy and Yohana (2019), a leader is someone who leads by doing work every day. Various leadership styles were born from the development of leadership theory, all of which lead to the achievement of organizational/agency goals as previously determined. Proper leadership in an organization will lead the organization to achieve its goals effectively and efficiently.

This is supported by research conducted by Lukman and Reza (2021) entitled The Effect of Leadership Application on Employee Performance at the Karo District Education Office which shows that the application of leadership has a significant effect on Employee Performance at the Karo District Education Office. Research by Mardi Astutik (2016) entitled The Influence of Work Discipline and Leadership on the Performance of Employees of the Secretariat of the Regional People's Representative Council of Jombang Regency which shows that Work Discipline and Leadership have a partially significant positive effect on the Performance of Employees of the Secretariat of the Regional People's Representative Council.

Research by Ahmad Aswan Waruwu (2018) entitled The Influence of Leadership, Job Stress and Work Conflict on Job Satisfaction and Their Impact on Employee Performance at the DPRD Secretariat of North Sumatra Province which shows that Leadership has a positive and significant effect on employee job satisfaction, Job stress has no effect on job satisfaction employees, work conflict has no effect on employee job satisfaction, leadership has a positive and significant effect on employee performance work stress has no effect on employee performance, work conflict has no effect on employee performance, job satisfaction has a positive and significant effect on employee performance, job satisfaction has a mediating effect partially on leadership and employee performance, job satisfaction does not have a mediating effect on work stress and employee performance, job satisfaction does not have a mediating effect on work conflict and employee performance at the Secretary North Sumatra Provincial DPRD retariat.

2) Partial Effect of Work Stress (X2) on Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency

Based on the results of data analysis it was found that employee performance at the Ponorogo Regency DPRD Secretariat Office was influenced by the Work Stress factor, where based on the results of statistical tests with SPSS version 26.00 (t test) the independent variable Work Stress, obtained $t \text{ count} > t \text{ table}$ ($4,342 > 2,000$) with a regression coefficient of 0.633.

Work stress is an important aspect for companies especially relation to Employee Productivity. Companies must have performance, good/high performance can help companies gain profits. Conversely, if performance decreases it can be detrimental to the company. Therefore Employee Productivity needs to get attention, among others, by carrying out studies related to work stress variables (As'ad, Mohammad. 2013).

The danger of stress is caused by a condition of physical, emotional and mental exhaustion caused by being involved for a long time with an emotionally demanding situation. The process takes place gradually, accumulatively, and over time it gets worse. In the short term, stress that is left alone without serious handling from the company makes employees depressed, unmotivated and frustrated so that employees work not optimally and cause their performance to be disrupted. In the long term, employees cannot withstand work stress so they are no longer able to work in the company. At an increasingly severe stage, stress can make employees sick or even resign (turnover) (As'ad, Mohammad, 2013).

Research by Ahmad Aswan Waruwu (2018) entitled The Influence of Leadership, Job Stress and Work Conflict on Job Satisfaction and Their Impact on Employee Performance at the DPRD Secretariat of North Sumatra Province which shows that Leadership has a positive and significant effect on employee job satisfaction, Job stress has no effect on job satisfaction employees, work conflict has no effect on employee job satisfaction, leadership has a positive and significant effect on employee performance work stress has no effect on employee performance, work conflict has no effect on employee performance, job satisfaction has a positive and significant effect on employee performance, job satisfaction has a mediating effect partially on leadership and employee performance, job satisfaction does not have a mediating effect on work stress and employee performance, job satisfaction does not have a mediating effect on work conflict and employee performance at the Secretary North Sumatra Provincial DPRD retariat.

3) Partial Effect of Work Discipline (X3) on Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency

Based on the results of data analysis it was found that Work Discipline affects Employee Performance at the Ponorogo Regency DPRD Secretariat Office, where based on the results of statistical tests with SPSS version 26.00 (t test) the independent variable Work Discipline, the value of $t \text{ count} > t \text{ table}$ ($4.276 > 2.000$) is obtained with a regression coefficient of 0.505.

As is known, in producing optimal performance it takes work discipline so that organizational goals can be achieved. Good discipline reflects a person's sense of responsibility towards the tasks assigned to employees/employees. In fact, with the growing development of an organization/company and the increasing level of technology used by the company, it results in changes and the wider scope of work to be carried out by the workforce, so that it is necessary to hold discipline so that the goals of the organization/company can be achieved. So if this can be resolved, the level of employee performance will be even higher (Tanjung, 2015).

The application of discipline for employees is expected to improve employee performance. In addition, it is necessary to support a good work environment, namely a work environment that can support smooth, security, safety, cleanliness and comfort at work and the presence of adequate facilities so that employees feel safe, calm and happy in their work. carrying out the assigned tasks and responsibilities.

Research by Yohanis and Agus (2015) entitled The Influence of Leadership, Motivation, Working Conditions and Discipline on Employee Performance at the Sorong City DPRD Secretariat Office which shows that the results of the analysis show that leadership has a positive effect on employee performance at the Sorong City Secretariat Office. The results of the analysis show that motivation has a positive effect on the performance of employees at the Sorong City Secretariat Office. The results of the analysis show that working conditions do not affect the performance of employees at the Sorong City Secretariat Office. The results of the analysis show that discipline has a positive effect on the performance of employees at the Sorong City Secretariat Office. The results of the analysis above give the meaning that leadership, motivation, and working conditions, as well as discipline affect employee performance either partially or simultaneously. These results reinforce the theories of various human resource management experts that there are many aspects that must be considered in managing them, especially theories about leadership, motivation, and working conditions, as well as discipline in order to improve employee performance, especially employee performance at Sorong City Parliament Secretariat Office.

4) The Effect of Leadership, Work Stress and Work Discipline Simultaneously on Employee Performance.

Based on the results of data analysis it was found that Leadership, Work Stress and Work Discipline jointly/simultaneously affect Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency, where based on the results of the F test, the value of F count > F table is (84.189 > 3.01)).

Exemplary leadership, well-managed work stress and the application of discipline for employees are expected to improve employee performance. Besides that, it needs to be supported by a good work environment, namely a work environment that can support smoothness, security, safety, cleanliness and comfort at work and the presence of adequate facilities so that employees feel safe, calm and happy in carrying out the tasks assigned and become their responsibility. he replied.

This is supported by research conducted by Lukman and Reza (2021) entitled The Effect of Leadership Application on Employee Performance at the Karo District Education Office which shows that the application of leadership has a significant effect on Employee Performance at the Karo District Education Office. Research by Mardi Astutik (2016) entitled The Effect of Work Discipline and Leadership on the Performance of Employees of the Secretariat of the Regional People's Representative Council of Jombang Regency which shows that Work Discipline and Leadership have a partially significant positive effect on the Performance of Employees of the Secretariat of the Regional People's Representative Council.

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5. Conclusion

Based on data analysis with multiple regression models, the following conclusions are obtained:

- a. Based on the results of data analysis, it was found that employee performance at the Ponorogo Regency DPRD Secretariat Office was not influenced by leadership.
- b. Based on the results of data analysis, it was found that employee performance at the Ponorogo Regency DPRD Secretariat Office was influenced by work stress.
- c. Based on the results of data analysis it was found that Work Discipline affects Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency.
- d. Based on the results of data analysis it was found that Leadership, Work Stress and Work Discipline jointly/simultaneously affect Employee Performance at the Secretariat Office of the DPRD Ponorogo Regency.

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