
The Influence of Leadership and Work Discipline on Employee Performance (Study at a Beauty Clinic in Bandung)

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ABSTRACT

This study seeks to assess the impact of leadership and work discipline on employee performance in a beauty clinic in Bandung. The variables employed are X1 = Leadership, X2 = Work Discipline, and Y = Employee Performance. The data comprises questionnaire responses collected from employees of a beauty clinic in Bandung. A descriptive verification research method elucidates the link and influence among variables. This research employed a case study methodology for statistical testing, utilizing correlation analysis, path analysis, and the coefficient of determination.

The data analysis indicates a correlation coefficient of 0.672, signifying a strong association between leadership and work discipline. Path analysis indicates the equation $Y = 0.394X_1 + 0.526X_2$, wherein leadership (X1) exerts an impact of 0.349 on employee performance, while work discipline (X2) exerts an influence of 0.526. The coefficient of determination is 0.711, indicating that leadership and work discipline account for 71.1% of employee performance at a beauty clinic in Bandung. In comparison, the remaining 28.9% is attributed to other unexamined factors.

Keywords: Leadership, Work Discipline, Employee Performance.

INTRODUCTION

Human resources are a critical asset for a company, as they significantly influence its performance. The success or failure of a firm in attaining its objectives is largely contingent upon the efficacy of its people's resources in executing their assigned tasks. Consequently, organizations require highly skilled human resources in leadership, work discipline, and employee performance, which are critical factors for success in any firm. A Beauty Clinic in Bandung adheres to relevant laws and regulations, namely those about health facilities, as outlined in Law Number 47 of 2016 addressing health facilities. A beauty clinic is an outpatient healthcare center that offers medical services, including consultation, evaluation, treatment, and medical procedures.

The performance factor is one of the determinants that affect human resources. Performance is the evaluation of job outcomes, specifically a comparison between actual results and predetermined standards. Clinics specializing in skin services recognize the significance of employee performance, which address customer demands for cosmetic issues, treatments, and various skin conditions. (Manafe, Wahib, Zebua, Andriana & Erawati, 2024; Febriyanti, Hadian & Machmud, 2023)

The restrictions governing employee performance, which are beyond individual control, will generate tension among employees; if

unresolved, this may lead to a decline in their job enthusiasm within the organization. A decline in employee performance renders the company's objectives unachievable, hindering its competitive edge and potentially leading to bankruptcy if an appropriate remedy to the performance issue is not promptly implemented. (Kartina, Mutiara & Wekadigunawan, 2022; Oktavia, Yatmikasari, Aldira, Putri, Ikhsan & SE, 2022)

Performance issues are a critical consideration; thus, it is justifiable to assert that human resource management is vital to optimizing employee performance for the organization. With optimal performance, each employee may fulfill all organizational responsibilities successfully and efficiently, ensuring that any issues arising within the company are addressed appropriately.

Nonetheless, this does not negate the performance issues experienced by a Beauty Clinic in Bandung, as interviews with HR revealed that staff performance at this establishment remains suboptimal. The company's anticipated performance aligns with its objectives, which are significantly contingent upon its personnel. (Abidin & Prasilowati, 2023; Abdullah, 2022)

The performance of the Company's employees significantly influences the provision of quality service and the execution of their duties and obligations, as employee performance is pivotal to the Company's operations. In 2023, the staff performance results at a Beauty Clinic in

Bandung indicated an average score of 79, categorizing it as reasonably good. The work quality component achieved a score of 80, categorizing it as good but not optimal, as seen by numerous employees' inability to allocate their time across several tasks effectively. The work quantity dimension scored 73 in the satisfactory group, indicating that numerous employees remain unaware of their primary responsibilities. Moreover, the Responsibility dimension attained a score of 79, categorizing it as reasonably good; yet, it was observed that few employees failed to execute their obligations adequately. In the cooperation dimension, it attained a score of 80 in the fairly excellent group, indicating a deficiency in coordination among employees and leaders, with some exhibiting a lackadaisical work ethic. In the initiative dimension, it scored 83, categorizing it as good but not optimal due to a persistent deficiency in the readiness to assist colleagues in job completion. The staff performance at a Beauty Clinic in Bandung averaged 78.8, categorizing it fairly decent, indicating suboptimal performance. This condition aligns differently from the Company's established minimum level of 80-90, which is classified as good according to corporate standards. (Mansyur, Ikram & AC, 2024; Ratih, Faitullah, Hendrayani & Ridho, 2024)

Numerous factors can influence employee performance outcomes, one of which is leadership. Leadership significantly influences the performance of human resources inside a

company, making effective management highly reliant on leadership. Leadership plays a crucial role in executing organizational management, encompassing tasks such as planning, organizing, coordinating, and controlling, as it motivates individuals to intentionally strive toward achieving corporate objectives. *Leadership* is how a leader affects the conduct of subordinates, fostering their willingness to collaborate and operate efficiently to attain organizational objectives. Leadership is crucial in business, with management heavily reliant on the leader's capacity to realize the organization's vision, mission, excitement, and sense of belonging. An effective leader may cultivate and enhance resources and facilities to attain company objectives. Consequently, the author administered a preliminary survey on leadership to 10 employees at a Beauty Clinic in Bandung. (Kharisma, Kharista, Hakim & Sadarrudin, 2024; Samak, Latupapua & Lestari, 2022)

The outcomes of the leadership assessment at a Beauty Clinic in Bandung need to be better, indicating that leadership performance at this establishment is yet to be optimal. Consequently, further optimization is required to enhance leadership at a Beauty Clinic in Bandung. It is anticipated to impact work discipline if permitted, leading to adverse deterioration.

Another aspect that can influence employee performance is employee discipline. Work discipline serves as a mechanism for managers

to engage with employees, encouraging behavioral modification and enhancing understanding of relevant social standards. An organization or corporation must adopt a disciplined perspective and attitude to enhance employee performance; work discipline is the paramount function of human resource management and is intricately linked to resource management. Every employee understands that effective work discipline facilitates a seamless workflow and maximizes productivity inside the firm. Work discipline is a critical factor that influences an individual's positive or negative performance. Disciplined employees are likely to perform all their tasks aligned with the established norms, standards, and designated duties and responsibilities. In a beauty clinic in Bandung, work discipline is a crucial factor influencing employee performance success. Numerous employees at One of the Beauty Clinics in Bandung continue to exhibit a need for more discipline in their work, particularly regarding punctuality and attendance (absenteeism). The absenteeism rate of One of the Beauty Clinics in Bandung varies monthly, indicating that employee work discipline remains suboptimal. (Nathisarasia & Nayve Jr, 2024; Suparjiman, Satriawan & Sondari, 2024)

A successful organization relies on its leaders to achieve its objectives. The organization will attain its objectives if the leader effectively performs their duties. An organization requires a

leader with a constructive attitude who can favorably impact the behavior of subordinates. (Rapanna, Sulfati & Mursidah, 2022)

The factors above hinder staff effectiveness at a Beauty Clinic in Bandung. The attainment of substandard performance is attributed to deficiencies in leadership and insufficient employee work discipline. Based on the issues above, the researcher intends to undertake a study named The Influence of Leadership and Work Discipline on Employee Performance at a Beauty Clinic in Bandung.

METHOD

Essentially, research aims to reveal truths and address the issues surrounding the subject of investigation. An acceptable and relevant strategy is employed to attain this objective in the research. This study seeks to uncover the truth and offer solutions to the examined issues, specifically the impact of leadership and work discipline on employee performance at a beauty clinic in Bandung. To attain this objective, a suitable and pertinent research methodology is employed. This research employs a quantitative methodology incorporating descriptive and verification analyses. The descriptive method delineates the attributes of the examined variables, whereas the verification method seeks to evaluate theories concerning the interrelations among variables.

This study used a survey methodology to get data directly from respondents in their natural surroundings. Data was collected by distributing questionnaires and conducting structured interviews with personnel of a beauty clinic in Bandung. This technique was selected for its ability to accurately reflect employee impressions of leadership, work discipline, and performance.

The study's population comprised 40 personnel from a Beauty Clinic in Bandung. Due to the tiny population (fewer than 100 individuals), this study included all population members as respondents, totaling 40 individuals. This study used a census method instead of sampling procedures, examining all units within the population.

Validity and reliability tests are conducted on the research instruments to guarantee the accuracy and dependability of the obtained data. The validity test ensures that the questionnaire accurately measures the intended constructs, while the reliability test assesses the consistency and dependability of the instrument's measurement results. The outcomes of this validity and reliability assessment will ascertain the practicality of the research instrument in gathering pertinent and accurate data.

Consequently, the methodology employed in this study is anticipated to yield objective, precise, and scientifically valid results while also making a substantial contribution to addressing research inquiries regarding the impact of leadership and

work discipline on employee performance at a beauty clinic in Bandung.

RESULTS and DISCUSSION

The instrument will be deemed valid if the item has a positive correlation with the total score and a strong correlation, signifying that the item possesses high validity. The minimum criterion for validity is $r = 0.300$. If the correlation between items and the total score is below 0.300, the item in the instrument is deemed invalid.

Reliability is derived from a study demonstrating consistency in data across several time points. A variable construct is considered reliable if its Cronbach's alpha value exceeds 0.70. The subsequent results pertain to the validity and reliability tests:

Table 1. Assessment of Validity and Reliability

No	Leadership	Work Discipline	Employee Performance
1	0,437	0,380	0,525
2	0,350	0,594	0,466
3	0,423	0,539	0,600
4	0,362	0,512	0,600
5	0,363	0,613	0,429
6	0,411	0,612	0,653
7	0,325	0,365	0,411
8	0,433	0,561	0,366
9	0,440	0,506	0,419
10	0,320	0,511	0,570
11	0,398	0,513	0,514
12	0,408	0,640	0,406
13	0,305	0,523	0,346
14	0,546	0,561	0,397
15	0,377	0,518	0,541

Cronbach's Alpha	0,788	0,877	0,851
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Table 1 presents the results of the validity and reliability assessments for leadership, work discipline, and staff performance at a beauty clinic in Bandung. This condition allows for a detailed description of various findings.

The validity and reliability tests presented in Table 1 indicate that the instrument employed in this study is sufficiently valid and reliable for assessing the variables of leadership, work discipline, and employee performance. The validity value indicates that each item in the questionnaire has a robust link with the overall variables assessed. Despite several items exhibiting lower correlation values than others, all items are generally acceptable as they satisfy the minimum criteria for validity assessment.

Conversely, the reliability test findings indicate that the instrument consistently measures the three research variables. Cronbach's Alpha values over 0.7 for all variables signify the reliability of the questionnaire, rendering the measurement outcomes consistent and stable.

The outcomes of this validity and reliability assessment instill confidence that the instrument employed in this study effectively measures the impact of leadership and work discipline on employee performance at a Beauty Clinic in Bandung. Elevated reliability scores signify that respondents deliver consistent responses to the questionnaire items, ensuring that the study findings can be trusted to depict the phenomena under investigation accurately.

Nevertheless, certain items with diminished validity values must be considered. While still applicable, these items may necessitate change or modification in subsequent studies to enhance measurement quality. The measurement instrument for the leadership variable exhibits multiple items with lower validity values than other variables, necessitating a re-evaluation of whether the questions posed accurately align with the leadership idea intended for assessment.

This study effectively employed accurate and reliable tools to assess leadership factors, work discipline, and employee performance. The findings of this validity and reliability investigation endorse the instrument's capability to generate precise and dependable data.

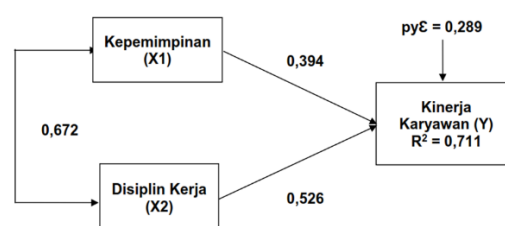


Figure 1. Path Analysis

Figure 1 illustrates that leadership (X1) exerts a direct influence of 0.394 on staff performance (Y). This result indicates that an enhancement in leadership at one of the beauty clinics in Bandung correlates with improved staff performance. This beneficial impact underscores the significance of leadership quality in fostering a supportive work environment and enhancing employee performance.

Effective leadership encompasses a leader's capacity to direct, guide, and inspire employees. Leaders who exemplify intense conduct, offer explicit

guidance, and support their people will motivate them to perform more effectively. In the context of a beauty clinic in Bandung, leaders who can adapt their leadership style to the medical team's and administrative staff's requirements would enhance employee performance.

Besides leadership, work discipline (X2) significantly affects employee performance, exhibiting a coefficient value of 0.526. This condition indicates that work discipline has a more significant impact on enhancing employee performance than leadership. *Work discipline* is an attitude that signifies employee adherence and conformity to regulations inside the workplace. Disciplined personnel are generally more productive and punctual and uphold the quality of their work outcomes.

Discipline is crucial in upholding the quality of patient services in clinics, particularly within the healthcare industry. Punctuality, accountability, and adherence to standard operating procedures (SOPs) significantly influence patient satisfaction and the overall efficacy of clinic operations. Consequently, effectively implemented work discipline would positively influence service quality and individual performance enhancement.

The model indicates a substantial correlation between leadership and work discipline, evidenced by a coefficient of 0.672. Effective leadership at One of the Beauty Clinics in Bandung influences employee performance and work discipline. Leaders who can enforce stringent, yet equitable policies will promote greater staff discipline. Leadership fostering teamwork can build a disciplined work culture wherein employees are encouraged to uphold high-performance standards.

The R^2 value of 0.711 signifies that 71.1% of the variance in employee performance at a Beauty Clinic in Bandung is attributable to the factors of leadership and work discipline. This substantial figure suggests that these two variables significantly impact employee performance. The residual 28.9% (denoted as $py\epsilon = 0.289$) may be attributable to other variables in this model, including intrinsic motivation, workload, or additional external influences.

Human resource management literature has extensively examined the correlation among leadership, work discipline, and employee performance. Leadership theory posits that a leader who offers explicit guidance and fosters employee participation in decision-making would more effectively motivate subordinates. This result aligns with study findings indicating that leadership significantly impacts employee performance but to a lesser extent than work discipline.

The work discipline theory underscores discipline's significance as essential for productivity and efficiency. Disciplined personnel adhere to regulations and exhibit a heightened sense of awareness and accountability in fulfilling their responsibilities. The research model demonstrates that work discipline significantly influences employee performance at One Beauty Clinic in Bandung.

Considering these findings, One Beauty Clinic in Bandung might implement several strategic measures to enhance staff performance. Initially, clinic leaders must persist in enhancing their leadership competencies. Training and development for managers and supervisors might focus on enhancing their capacity to motivate, guide, and assist personnel. An inclusive leadership approach, wherein leaders

actively listen to and comprehend employee requirements, will be highly beneficial.

Secondly, clinic management must prioritize maintaining work discipline. Establishing uniform discipline policies, including incentives for high-performing employees and equitable penalties for transgressors, will reinforce the culture of discipline within the business. Clinics may implement technology to monitor discipline, such as digital attendance systems that facilitate enhanced time management.

CONCLUSION

This study concludes that leadership and work discipline significantly affect employee performance in a beauty clinic in Bandung. Both variables have been demonstrated to enhance staff productivity and work efficiency significantly. Effective leadership fosters a supportive work environment wherein individuals feel encouraged, directed, and inspired to attain optimal outcomes. An effective leader provides clear guidance and fosters open communication with the team, enabling people to execute their tasks confidently.

Moreover, work discipline is a crucial element in enhancing performance. Effective discipline signifies employee adherence to regulations and their obligations inside the workplace. This condition is shown in punctuality, achievement of job objectives, and persistence in task execution. Work discipline is crucial for upholding high and consistent performance levels in a clinical setting, where patient care quality significantly influences reputation and operations.

The correlation between leadership and work discipline indicates that effective leadership can foster enhanced employee discipline. Leaders who can

implement regulations decisively yet equitably will foster a disciplined work environment, inspiring employees to adhere to relevant protocols. Employees who perceive appreciation and encouragement from their bosses typically exhibit a more disciplined work ethic. Consequently, both are interrelated and mutually enhance one another in promoting superior performance. This study's findings underscore the significance of clinic management in fostering an inclusive leadership style and promoting a culture of discipline. Enhancing employee performance can be accomplished not only via effective leadership but also through the establishment of consistent disciplinary measures. Consequently, strategic measures encompassing leadership development and enhancing work discipline are necessary. A Beauty Clinic in Bandung can enhance patient service quality by optimizing human resource management, emphasizing leadership development, and rigorous discipline enforcement.

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