

## INFLUENCE OF LEADERSHIP DISCIPLINE AND VERTICAL COMMUNICATION ON PERFORMANCE EFFECTIVENESS IN UIN RM SAID SURAKARTA EMPLOYEES

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**Abstract:** *This study aims at: (1) measuring and testing the influence of discipline, leadership, and vertical communication partially toward performance effectiveness of civil servants (PNS) staffs at UIN Raden Mas Said Surakarta, and (2) measuring and testing the influence of discipline, leadership, and vertical communication simultaneously toward performance effectiveness of PNS staffs at UIN Raden Mas Said Surakarta. The study was conducted at UIN Raden Mas Said Surakarta. The samples of this study were the whole population as many as 66 academic staffs at UIN Raden Mas Said Surakarta. The data analysis was done by multiple linear regression using t-test, F-test, and coefficient determination. The results of this study revealed that there was influence of discipline, leadership, and vertical communication partially and simultaneously toward performance effectiveness. The findings had been tested using t-test and F-test, and it was confirmed that the findings had positive and significant influence. The performance effectiveness of academic staffs at UIN Raden Mas Said Surakarta can be explained by the variables of discipline, leadership, and vertical communication by 68,40%. whereas the rest of 31,60% is explained by other factors outside this study. Further study may add more relevant variables toward performance effectiveness such as cooperation, working motivation, and organization culture.*

**Keywords:** *discipline, leadership, vertical communication, performance effectiveness, multiple linear regression.*

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### 1. Introduction

In an organization, the behaviour of individuals is very different from each other, but for the organization's survival, unity and a shared vision must be realized. The common vision or goal in advancing an organization that impacts income improvement will be able to achieve if a good work culture is created, harmony between individuals so that vertical communication will be effective, and the comfort of the work environment.

Discipline in carrying out and discipline of responsibility is a component that can improve performance effectiveness. Employees who ignore discipline will experience obstacles in the work environment because leaders will assess the work performance of employees seen from their discipline in work. Discipline arises because the regulatory factors are part of the

employee's obligations that each employee must carry out. If the disciplined rules are violated, it will get a sanction from the leadership in the form of reprimands and work discipline penalties.

Good and traceable leadership behaviour in the organization is needed. Leadership plays a role in the success and failure of the organization to achieve its goals as a leader must have an awareness of responsibility for all organizational performance processes under his authority.

The success of an organization largely depends on the extent of trust in the interactions of fellow individuals. It will be seen as the best quality of cooperation in the organization. Performance effectiveness results from complex cooperation, the dependence of individuals, and trust each other to foster familiarity through togetherness. The effectiveness of performance can be seen from the extent to which the organization manages to obtain various forms of resources and utilize them wisely, so that time and cost efficiency will be achieved in implementing organizational processes, which produce maximum quality work results and on time on target.

From the description above, the title of this thesis research is determined as follows: "The Influence of Leadership Discipline and Vertical Communication on Performance Effectiveness in UIN RM SAID SURAKARTA Employees."

## **2. Research Method**

This research method is descriptively quantitative. Descriptive research is the study of several problems in the form of facts that are happening now in the population. Researchers use the ex post facto research design. A study was conducted to show that free variable changes have occurred and how researchers deal with the cause of an effect being studied (Sugiyono, 2003: 3).

The location of the study is in the office environment of UIN RM Said Surakarta. The subject of this study is civil servants of structural education personnel at UIN RM Said Surakarta recorded in staffing data in September 2021. The research time starts from preparing the thesis until the creation of a research report, which runs from August to December 2021.

The complete research data collection method is obtained directly at the research site using interview methods observations and providing questions in the form of questionnaires and documentation. Independent variables consist of discipline (X1), leadership (X2), Vertical communication (X3) and the dependent variable is performance effectiveness (Y). Instrument testing in this study uses validity tests and rehabilitation tests.

The study used multiple regression test analysis tools with classical assumption tests, including multicollinearity test, heteroskedasticity test, autocorrelation test, and normality test. Hypothesis testing in this study uses several tests: Multiple Linear Regression Coefficient Significance Test, t-Test, F Test, and Determination Coefficient Test ( $R^2$ ).

## **3. Results and Discussion**

### **3.1. Results**

#### **3.1.1 Multiple Linear Regression**

From the equation results above, how much the three free variables influence the magnitude of performance effectiveness in UIN RM Said Surakarta will be known.

**Table 1. Multiple Linear Regression**

Variable	Coeff	Estimate	T score	Sig
c	$\beta_0$	9,859		
Discipline	$\beta_1$	0,587	2,135	0,037**
Leadership	$\beta_2$	0,305	2,238	0,029**
Vertical Communication	$\beta_3$	0,275	2,125	0,038**
$R^2 = 0,684$ Adjusted $R^2 = 0,669$ $F = 44,794***$				

SOURCE : Primary data processed

The multiple linear regression equations of the calculation results are:

$$Y = 9,859 + 0,587 X_1 + 0,305 X_2 + 0,275 X_3 \dots\dots\dots (1)$$

### 3.1.2 Hypothesis Test

#### 3.1.2.1 Test t

To find out the influence of each variable, namely the variables of discipline, leadership, and vertical communication partially affect the effectiveness of performance, a partial regression coefficient test (t test) is used. With the t test this can describe whether a free variable can affect its bound variable.

**Tabel 2. T-Test Result**

Variable	T <sub>score</sub>	Sig	Cocnclusion
Discipline	2,135	0,037**	unaffected
Leadership	2,238	0,029**	unaffected
Vertical Communication	2,125	0,038**	unaffected

SOURCE : Primary data processed

From the table above it can be known that discipline, leadership, and vertical communication partially affect the effectiveness of performance in this case stating that Ho is rejected thus thus:

- stated that there was a significant influence of discipline on the effectiveness of performance on UIN employees RM Said Surakarta received at a significance of 5%.
- stated there is a significant influence of leadership on the effectiveness of performance in UIN employees RM Said Surakarta received at a significance of 5%.
- Stated that there was a significant influence of vertical communication on the effectiveness of performance in UIN employees RM Said Surakarta received at a significance of 5%.

### **3.1.2.2 Test F**

From the F test it is known that the value of Fhitung with a sig value of  $0.000 < \alpha$  (5%) it can be concluded that the variables of discipline, leadership, and vertical communication together significantly affect the effectiveness of performance in UIN rm said surakarta employees.

### **3.1.2.3 R Square Test**

To find out how much influence the factors of discipline, leadership, and vertical communication on performance effectiveness is seen from the magnitude of the coefficient of determination (R square) with a positive value of 0.684. This shows that the effectiveness of performance in UIN RM Said Surakarta employees could be explained by vertical discipline, leadership, and communication factors of 68.40%. Other variables outside of this study influence the remaining 31.60%.

## **3.2 Discussion**

From data analysis that has been done and passed in the testing of classical assumptions, all hypotheses that have been formulated are as follows:

### **1. Discussion of the First Hypothesis**

The first hypothesis test that states the effect of significant disciplinary variables on the effectiveness of performance in UIN employee RM Said Surakarta was conducted with the t-test as described in Table 2.

From the regression analysis results, it was found that disciplinary variables had a positive and significant effect on the effectiveness of performance in UIN RM Said Surakarta employees. This is evident from the magnitude of the positive regression coefficient of 0.587. This means that if discipline is increased or increased by 1 unit, it can increase the effectiveness of performance by 0.587 ( $1 \times 0.587$ ), assuming that other factors are constant.

### **2. Discussion of the Second Hypothesis**

The t-test was used in the second hypothesis test, which stated the significant influence of leadership variables on the effectiveness of performance in UIN rm said Surakarta employees. Data processing results with the t-test as described in Table 2.

With regression analysis found, leadership variables have a significant positive effect on the effectiveness of UIN employee performance RM Said Surakarta. This is evident from the magnitude of the positive regression coefficient of 0.305. This means that if the leadership is added or raised by 1 unit, it will increase performance effectiveness in UIN employees RM Said Surakarta 0.305 ( $1 \times 0.305$ ), assuming that other factors are constant.

### **3. Discussion of the Third Hypothesis**

The t-test was used in the third hypothesis test, which stated a significant influence of vertical communication variables on UIN employee performance's effectiveness in said Surakarta. The results of data processing using the t-test are described in Table 2.

With regression analysis, it was found that vertical communication variables had a significant positive effect on the effectiveness of UIN RM Said Surakarta employee performance. This is evident from the magnitude of the positive regression coefficient of 0.275. This means that if the leadership variable is added or raised by 1 unit, it will increase

the effectiveness of UIN employee performance RM Said Surakarta by 0.275 ( $1 \times 0.275$ ), assuming that other factors are constant.

#### 4. Discussion of the Fourth Hypothesis

The F test stated simultaneously that there was a significant influence of discipline, leadership, and vertical communication on the effectiveness of performance in UIN RM Said Surakarta employees. This is evidenced by the t-test as described in Table 2. This means that if discipline, leadership, and vertical communication are improved simultaneously and significantly, it can improve performance effectiveness.

Furthermore, the influence of discipline, leadership, and vertical communication on performance effectiveness can be described in the coefficient of determination (R square) of 0.684. Thus the number 0.684 indicates that only 68.40% of performance effectiveness variables can be explained by the variables of discipline, leadership, and vertical communication of 0.684. Furthermore, the remaining 31.60% was influenced by other factors outside of the study.

#### 4. Conclusion

Based on the results and discussion of research conducted, it can be concluded that:

1. It is known that there is a positive and significant influence between discipline on the effectiveness of performance in UIN RM Said Surakarta employees.
2. It is known that there is a positive and significant influence between leadership on the effectiveness of performance in UIN RM Said Surakarta employees
3. It is known that there is a positive and significant influence between vertical communication on the effectiveness of performance in UIN RM Said Surakarta employees.
4. It is known that there is a positive and significant influence between the variables of discipline, leadership and vertical communication together on the effectiveness of performance in UIN rm said surakarta employees.
5. Performance effectiveness at UIN RM Said Surakarta is influenced by the variable discipline, leadership and vertical communication of 68.40%. The remaining 31.60% were affected by other factors outside of the study.

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