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THE INFLUENCE OF INSTRUCTIVE LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE DISCIPLINE AND KNOWLEDGE AT THE MAROS CLASS II SPECIAL CHILDREN'S DEVELOPMENT INSTITUTE OFFICE IN MAROS

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Abstract

This study aims to determine and analyze the Effect of Teacher Training, Professional This study aims to investigate the influence of Instructive Leadership on employee performance through employee discipline and knowledge, both directly and indirectly. The research method used is a quantitative approach. Participants in this study consisted of 103 employees at the Maros Class II Special Child Development Institute Office in Maros, who were selected using the Saturated Sampling Technique. Data was collected through questionnaire filling and then analyzed using Path Analysis method using SPSS software version 23. The hypothesis test is carried out with a t test, while the test to assess the direct and indirect influence of the Instructive Leadership variable on employee performance through employee discipline and knowledge uses the Sobel test. The results showed that: (1) Instructive Leadership had a positive and significant impact on Discipline at the Maros Class II Special Child Development Institute Office in Maros. (2) Instructive Leadership also has a positive and significant impact on Employee Knowledge at the Maros Class II Children's Special Development Institute Office in Maros. (3) There is a positive and significant impact between Instructive Leadership and Employee Performance at the Maros Class II Children's Special Development Institute Office in Maros. (4) Discipline also has a positive and significant impact on the performance of employees at the Maros Class II Children's Special Development Institute Office in Maros. (5) Employee Knowledge also has a positive and significant impact on Employee Performance at the Maros Class II Children's Special Development Institute Office in Maros. (6) There is support for the impact of Instructive Leadership on Employee Performance through Discipline at the Maros Class II Children's Special Development Institute Office in Maros. (7) It is also proven that there is an impact of Instructive Leadership on Employee Performance through Employee Knowledge at the Maros Class II Children's Special Development Institute Office in Maros.



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Keyword :

Instructive Leadership, Discipline, Employee Knowledge, Performance

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1 Introduction

Performance is a crucial and interesting aspect because it has a significant impact on an organization or institution. Organizations expect employees to work with dedication according to their capacity to achieve optimal work results. Within the scope of work, performance is often judged based on the degree to which individuals or teams achieve expected targets or achievements. For an organizational entity, performance plays an important role in achieving goals and long-term success. Superior performance can improve operational efficiency, productivity, customer satisfaction, and competitiveness in the market.

Fransiska and Soenarmi (2019) an employee who performs when he is able to show the results of work in quality and quantity that has been achieved in carrying out work in line with the responsibilities given to him. Therefore, focusing on improving performance becomes important for organizations. Good performance in an organization is very important because it has several positive benefits and consequences. Given the importance of performance in organizations, it is important for organizations to identify and encourage factors that influence good performance, such as providing clear feedback, providing training and development, building an inclusive work culture, and providing rewards. In this case, leadership has a crucial role in shaping work culture and directing the direction of the organization.

2 Research Method

This study applies survey method with quantitative approach. In accordance with Kerlinger's view cited by Sugiyono (2008), the survey method is used for research involving both large and small populations, where the data analyzed is data obtained from a representative sample. In this study, path analysis was used with the aim of identifying relationships, both direct and indirect, between the independent variable, namely Instructive Leadership, with the dependent variable, namely Performance, and the intervening variable, namely Employee Discipline and Knowledge..

3 Result and Discussion

Test Validity and Reliability

Hasil Uji Valid Kuesioner

Variabel	Indikator	r hitung	r tabel	Keterangan
Kepemimpinan In- struktif (X)	X.1	0,991	0,3	Valid
	X.2	0,953	0,3	Valid
	X.3	0,991	0,3	Valid
	X.4	0,991	0,3	Valid
Disiplin (Y1)	Y1.1	0,774	0,3	Valid
	Y1.2	0,884	0,3	Valid
	Y1.3	0,838	0,3	Valid
Pengetahuan Peg- awai (Y2)	Y2.1	0,712	0,3	Valid
	Y2.2	0,674	0,3	Valid
	Y2.3	0,757	0,3	Valid
Kinerja Pegawai (Z)	Z.1	0,758	0,3	Valid
	Z.2	0,613	0,3	Valid
	Z.3	0,553	0,3	Valid
	Z.4	0,752	0,3	Valid

Data source processed August 2023

From the validity test table, it can be stated that all question items in this study are considered valid. This can be seen from the adjusted total correlation value (Corrected Item Total Correlation) for each question item, which shows a positive number and is greater than the table correlation value set at 0.3 (in a bidirectional test).

Reliability Test

Hasil Uji Reliabilitas Kuesioner

Variabel	Alpha Cronbach	Cut of Point (0,6)	Keterangan
Kepemimpinan Instruktif (X)	0,856	0,6	Reliabel
Disiplin (Y1)	0,854	0,6	Reliabel
Pengetahuan Pegawai (Y2)	0,829	0,6	Reliabel
Kinerja Pegawai (Z)	0,797	0,6	Reliabel

Data source processed August 2023

From the attached reliability test table, reliability values for each variable are obtained as follows: Instructive Leadership (X) has a reliability value of 0.856, Discipline (Y1) of 0.854, Employee Knowledge (Y2) of 0.829, and Performance (Z) of 0.797. These results show that the research instrument used is reliable, because Cronbach's Alpha value for each variable exceeds 0.6, which indicates that all statements tested have an adequate level of reliability.

Model I Path Coefficient

The results of multiple linear regression calculations in model 1 in the table section 'coeffisients' as follows:

Results of Path I Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,377	2,374		1,422	,158
Kompetensi	,440	,124	,359	3,532	,001
Kompensasi	,386	,130	,301	2,966	,004

a. Dependent Variable: Service Digitization

From the results of regression output analysis in model 1, the "coefficients" table shows that the significance values for both variables, namely $X1 = 0.001 < \alpha = 0.05$ and $X2 = 0.004 < \alpha = 0.05$. From these findings, it can be concluded that in Regression Model I, both variables X1 and X2 have a positive and significant influence on Y1.

Koef Deter Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,593 ^a	,351	,338	2,079

a. Predictors: (Constant), Compensation, Competence

Data source processed August 2023

In the "Model Summary" table, the recorded R Square value is 0.351, indicating that the contribution of influence from X1 and X2 to Y1 is 35.1%, while the remaining 64.9% is influenced by other variables not included in this study. To get the value of e1, calculations can be made using the formula $e1 = \sqrt{(1 - 0.351)}$, which results in a value of 0.8056.

Model II Line Coefficient

The results of multiple linear regression calculations in model 2 in the table section 'coeffisients' as follows:

Results of Line II Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,653	1,096		6,068	,000
Kepemimpinan Instruktif	,305	,058	,467	5,309	,000

a. Dependent Variable: Discipline

The results of the regression output analysis model 1 show in the "coefficients" table that the significance value for the Instructive Leadership variable (X) is 0.000, which is smaller than the significance level (α) of 0.05. From these results, it was concluded that the Instructive Leadership variable (X) had a positive and significant influence on Discipline (Y1) in Regression Model I.

Tabel 4.11
Coefficient of Determination Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,467 ^a	,218	,210	1,068

a. Predictors: (Constant), Instructive Leadership

Data source processed August 2023

The R Square value contained in the "Model Summary" table is 0.218. This shows that the contribution of the influence of Instructive Leadership (X) to Discipline (Y1) is 21.8%, while the remaining 78.2% is influenced by other variables that were not included in the study. To get the value of $e1$, you can use the formula $e1 = \sqrt{(1 - 0.218)}$, which gives a result of 0.8843.

Model III path coefficient

The results of multiple linear regression calculations in model 2 in the table section 'coefficients' as follows:

Tabel 4.12
Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,174	1,161		7,040	,000
Kepemimpinan Instruktif	,234	,061	,358	3,849	,000

a. Dependent Variable: Employee Knowledge

From the results of the analysis of the regression output of model II in the table "coefficients", it was found that the significance of the Instructive Leadership variable (X) was 0.000, the value was smaller than 0.05. This indicates that in Model II, which includes the Instructive Leadership variable (X), there is a positive and significant influence on Employee Knowledge (Y2).

Tabel 4.13
Coefficient of Determination Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,358 ^a	,128	,119	1,131

a. Predictors: (Constant), Instructive Leadership

From the results of the output analysis in the "Model Summary" table, it was found that the R Square value was 0.128. This value shows that the contribution of the influence of Instructive Leadership (X) on Employee Knowledge (Y2) is about 12.8%, while the remaining 87.2% is influenced by other factors not included in this study. To get the value of $e1$, the formula $e2 = \sqrt{1 - 0.128}$ can be used, which yields a value of about 0.9338.

The influence of instructive leadership on the discipline of LPKA Class II Maros employees

Based on field observations at LPKA Maros, discipline is defined in the context of work ethics, where employees are expected to ask permission from their superiors before leaving the office during working hours. Leadership, as described by Robbins (2013), refers to the ability to influence a group in achieving goals. The instructive leadership style, on the other hand, involves providing support, direction, and guidance with the goal of improving employee performance. A superior who applies an instructive leadership style to his subordinates is considered to have the ability to encourage the creation of the desired discipline.

Perry and Wise (1990) suggest that there is a need for governments to develop solutions to employee performance challenges, especially in terms of discipline. This is considered very important in an effort to improve organizational performance by increasing the level of discipline. Perceptions of leadership styles can vary from individual to individual, because perception is subjective. This process involves the individual in giving meaning to the surrounding environment.

Employees who interpret leadership styles positively generally exhibit higher levels of discipline. This is because these employees tend to be more motivated and committed when they feel in line with the leadership style applied. As a result, they are more likely to obey the rules and show a more disciplined attitude in carrying out their duties.

The influence of instructive leadership on the knowledge of LPKA Class II Maros employees

From field observations, it can be seen that the Head of LPKA Class II Maros applies an Instructive Leadership Style through a control approach to his subordinates which has an impact on the knowledge of each employee. For example, in training or socialization situations, the Head of LPKA will appoint certain employees to attend the event by giving a warrant. This step is intended so that employees gain the necessary knowledge for their duties. Designated employees are likely to comply and be ready to execute the warrant. Employee compliance in carrying out the order is influenced by the leadership style applied by the Head of LPKA Maros and also the purpose of the order, which aims to enable employees to obtain the knowledge needed to complete their duties.

The Influence of Instructive Leadership on the Performance of LPKA Class II Maros Employees

The results of field observations show that the leadership style applied by a leader has a direct impact on employee performance. When a Head of LPKA implements an effective leadership style, this tends to provide a positive boost to employee performance. Conversely, when leadership styles are less effective or less caring, this can result in decreased employee performance. Performance in the context of the organization is very important because it is a marker of success in achieving predetermined goals. In simple terms, performance reflects the results of a person's work in a certain period that is compared to predetermined standards or targets. Inconsistencies in an employee's performance can be a trigger for organizational failure. As with human behavior in general, performance is influenced by a variety of individual and environmental factors.

Yuki (2010) defines performance as "the result of individual or team work in achieving predetermined performance goals and standards." Performance reflects the extent to which an individual or team can achieve a standard or desired outcome in a work environment or organization. Human resources have a major role in achieving optimal performance. Although careful planning has been done, without the support of qualified and passionate individuals, such efforts can be unsuccessful.

Campion and Salas (1997) define performance as "the result of individual or team work that reflects the extent to which job specifications have been met." Effective performance often depends on support and guidance from leadership. Leaders who understand the characteristics of work will always provide support and motivation to their subordinates to achieve the best results.

The Effect of Discipline on the Performance of LPKA Class II Maros employees

Observations at LPKA Maros show that the level of discipline, especially related to morning apple attendance, has decreased in the last three years. This situation has a great impact on performance, since absenteeism at morning apples indicates non-compliance with established attendance standards. This lack of presence not only affects individual performance, but also on the overall performance of the organization. Performance, basically, is the result of an employee's efforts in a certain period of time, compared to mutually agreed standards or targets.

Violation of duties and responsibilities can hinder the achievement of the overall goals of an organization. Performance reflects the extent to which an individual or team can achieve predefined standards within the scope of work or organization. The role of human resources is very important in achieving optimal performance. Although the organizational planning has been carefully designed, if the implementation is of poor quality and does not show high morale, then the plan will not be realized properly.

The Effect of Employee Knowledge on the Performance of LPKA Class II Maros Employees

Based on field observations, the understanding possessed by each team member plays an important role in completing tasks or achieving optimal performance. Individuals who have a solid understanding of the tasks they are handling tend to be able to face challenges more efficiently. The maximum level of knowledge is also influenced by the leadership style applied in the work environment. A leader who is able to provide clear direction can help team members acquire the knowledge necessary to complete tasks successfully.

Achieving optimal performance is a proud achievement, and high morale is often reflected when an organization manages to maximize its performance. Organizations that successfully improve their performance are often driven by the knowledge possessed by their members, which allows them to develop and utilize their potential effectively and efficiently.

The concept of inherent knowledge of the individual, as described by Davenport & Prusak (1998) as "inherent assets of the individual," is in line with the view of Spender (1996) who describes employee knowledge as the "capability" of the organization. Spender expands on the concept by highlighting an organization's ability to acquire, organize, and apply knowledge to achieve strategic goals.

Performance can also be interpreted as an indicator of the extent to which a program, activity, or policy successfully achieves the organization's goals, vision, and mission. It reflects the ability of an individual or group to achieve a predefined standard or achieve a desired outcome in the context of the work or organization. Therefore, employee knowledge and leadership effectiveness play a key role in shaping optimal performance in an organization.

The Influence of Instructive Leadership on Performance through the Discipline of LPKA Class II Maros employees

Based on field observations, often the level of employee performance reaches its peak when their discipline is well maintained. Strong discipline is often the result of a leadership style applied by superiors. One of the main indicators of discipline is attendance, where employees who feel supervised by their superiors tend to pay more attention to their attendance levels. Leaders who apply an instructive leadership style not only provide direction and guidance, but also supervise the implementation of duties by employees. The presence of superiors in monitoring employee performance gives the impression that they pay attention and appreciate every effort made by employees. This encourages employees to be more committed to their work and increases the overall level of discipline. The sense of respect and feeling of being supervised produced by an instructive leadership style can help strengthen discipline among employees, which in turn will have a positive impact on the overall performance of employees in the organization.

The Influence of Instructive Leadership on Performance through the Knowledge of LPKA Class II Maros employees

From field observations, it is revealed that employee performance can improve significantly when they have adequate knowledge and comprehensive understanding of the tasks they carry out. This precise and thorough level of knowledge is often influenced by the leadership style applied by their leaders. When an employee is

placed according to their educational background and skills, and engages in the learning process through various methods, they tend to gain a better understanding of their duties.

An instructive leadership style, in which the leader provides guidance, direction, and support to employees to enhance their understanding of the task at hand, can significantly help in increasing the employee's level of knowledge and understanding. By meeting employees' needs for adequate knowledge and understanding of their work, organizations can reduce obstacles that may arise in the completion of tasks. Finally, this will have a positive impact on improving the overall performance of employees within the organization.

4. Conclusions

Based on the findings and analysis that has been carried out, it can be concluded that the effective application of Instructive Leadership directly has a positive impact on the Discipline, Knowledge, and Performance of employees at LPKA Class II Maros. Conversely, if Instructive Leadership is not applied properly, it is likely that employee Discipline, Knowledge and Performance will decline. In addition, the results show that a high level of discipline will improve employee performance. On the other hand, good employee knowledge will also have a positive impact on their performance. However, lack of Discipline or Knowledge of Employees can lead to a decrease in their Performance.

Overall, effective application of Instructive Leadership will yield multiple benefits by increasing employee Discipline and Knowledge, which will ultimately have a positive impact on their Performance. Conversely, if Instructive Leadership is not applied properly, then employee Discipline, Knowledge, and Performance can be negatively affected. Therefore, it is important for LPKA Class II Maros to pay attention and improve the implementation of Instructive Leadership to support the improvement of Discipline, Knowledge, and Performance of employees as a whole.

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