

THE ROLE OF EMPLOYEE ENGAGEMENT IN BRIDGING THE ROLE OF LEADERSHIP TO WORK DISCIPLINE

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Abstract

In this study, conducted at PT Chery Indonesia and PT Handal Indonesia Motor, the relationship between Employee Engagement, Leadership, and Work Discipline in the Automotive sector was investigated. Leadership's pivotal role in enhancing employee engagement, which subsequently influences work discipline, was emphasized. Employee engagement also acts as a mediator between leadership and work discipline. Employing a quantitative approach, data analysis was done using Smart PLS, aiming to provide insights for productivity and service quality enhancement in the automotive sector. The research aimed to evaluate Leadership's Impact on Work Discipline and the role of Employee Engagement. All permanent employees at both companies were included in the study, utilizing non-probability sampling with saturated sampling and a total of 73 respondents. Findings revealed leadership's indirect influence on work discipline but a significant positive impact on employee engagement. Moreover, employee engagement positively affected work discipline, suggesting its mediating role between leadership and work discipline. Enhancing leadership may thus improve employee engagement, thereby bolstering work discipline.

Article Info

Keywords:

Employee Engagement
Leadership
Work Discipline

Received: 02-03-2024

Revised: 11-03-2024

Accepted: 20-03-2024

Published: 31-03-2024



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1. Introduction

Employees are the main component in driving an organization, and their attachment to work and the company plays an important role in running the organization's wheels. The concept of employee engagement is the main focus, referring to employees' emotional involvement, motivation and dedication to work and the organization. A high level of engagement is associated with better performance, because employees who are positively engaged tend to have a proactive attitude and do not view work as a burden.

Employee supervision becomes an important process in monitoring performance and ensuring appropriate standards are met, providing useful feedback for development and improvement. However, in practice, challenges are still found in implementing effective supervision, which has an impact on employee performance. Work discipline is also a key factor in ensuring that tasks are carried out according to company procedures and provides an indication of employee responsibility for their work. In the context of government institutions, human resource management (HR) plays a vital role in supporting the success of an agency. Employee performance, especially in serving the community and completing tasks efficiently, is the main benchmark in assessing the effectiveness of the agency.

However, there are often obstacles in achieving optimal performance, including in terms of transformational leadership and work discipline.

From various previous studies, transformational leadership style and work discipline have been proven to have a significant influence on employee engagement. Meanwhile, therefore, this research aims to investigate the relationship between servant leadership, work discipline, and employee engagement in the context of PT Chery Motor Indonesia and PT Handal Indonesia Motor, a company in the automotive sector. Through an in-depth understanding of the factors that influence employee performance, it is hoped that the results of this research can provide valuable insight for company leaders to optimize HR management and improve overall organizational performance.

In the context of Indonesia's economic growth, the automotive industry sector plays a central role as one of the main drivers. With 26 four-wheeled motorized vehicle industrial companies operating, production capacity reaches 2.35 million units per year, making this industry one of the most vital. This support is not only reflected in production figures, but also in providing direct employment to 38 thousand individuals and involving more than 1.5 million workers along the automotive supply chain. Sales of four-wheeled motorized vehicles in the domestic and export markets show a positive trend, indicating stability and sustainable growth. Seeing global potential, Indonesia, with its abundant nickel mineral wealth, has now found the momentum to develop Battery-Based Electric Motorized Vehicles (KBLBB), with strong encouragement from the Coordinating Minister for Economic Affairs, Airlangga Hartarto. Concrete steps in electric car production by companies such as PT Chery Motor Indonesia and PT Handal Indonesia Motor provide a concrete foundation for this vision. Apart from significant economic benefits, the transition to electric vehicles also illustrates Indonesia's commitment to an environmentally friendly ecosystem. The fiscal incentives offered by the government, together with the potential for international collaboration, mark strategic steps in realizing Indonesia as one of the leading producers of electric vehicles on the global market. In this discourse, research efforts become increasingly important to support the development of a sustainable and environmentally friendly automotive industry in Indonesia. (Source ekon.go.id 2023).

According to Davis (2009), the importance of work discipline as a management step to uphold organizational standards is the key to success in achieving organizational goals effectively and efficiently. Operational performance is emphasized more on the company's internal interests such as branch/division performance which is measured by speed and discipline (Iswari, 2018). not only focused on punctuality, but also on the level of responsibility for tasks. Companies such as PT Chery Indonesia and PT Handal Indonesia Motor can provide a concrete foundation for his vision. Therefore, it is important for employees to be aware of their roles and responsibilities in creating a supportive work environment.

Employee Engagement is a crucial element in forming a productive work atmosphere. Successful leadership is able to increase the level of employee involvement. According to (Hermawati & Suci, 2017), a managerial approach with a humanist perspective always considers human resources as a central factor that can be relied upon to produce competitive advantage. PT Chery Indonesia and PT Handal Indonesia Motor can support employees in the learning process in the automotive industry sector very significantly. In taking care of company administration, cleanliness and security, employees ensure that the performance process runs smoothly. Employee discipline is crucial in maintaining efficiency

and achieving institutional goals. According to Davis (2009), work discipline is a step taken by management to encourage employees to carry out their duties according to organizational standards. By providing support to employees to follow these standards, management aims to form positive habits and individual responsibility. One way to assess employee discipline at PT Chery Indonesia and PT Handal Indonesia Motor is through an attendance list, which shows the percentage of employee attendance. Apart from work discipline in terms of punctuality, (Lateiner, A.R., & Levine, 1985) stated that responsibility for work is also an indicator for measuring an employee's work discipline.

Employee work discipline is influenced by several factors. If these factors are met, an employee can be more enthusiastic and responsible in carrying out their work. (Hasibuan & S.P., 2016) states that factors that influence work discipline include: 1) goals and abilities, 2) leadership, 3) compensation, 4) legal sanctions, and 5) supervision. Based on this statement, it can be seen that one of the factors that can form work discipline in employees is through the role of leaders. Having a leader who is enthusiastic, responsible, respectful and able to set a good example will motivate subordinates to follow that example.

Research conducted by (Permana, 2021) shows that leadership influences the work discipline of Tasikmalaya City Education Service employees. It is said that the better the leadership, the more employee work discipline will increase. In line with the results of this research, (Hendrayani & Angraini, 2022) stated that leadership has a positive and significant influence on the work discipline of employees at the Kampar Regency Mining Subdistrict Office. Apart from having an impact on work discipline, the figure of a leader also plays a role in encouraging employees to have better engagement. Anitha in (Mohd et al., 2016) states that employee engagement is the level of employee commitment and involvement that has an impact on the organization or company where he works and its values. In this way, engaged employees will become more disciplined in carrying out their work. (Schaufeli & Bakker in Guo et al., 2015) introduced the concept of employee engagement as a positive, affectionate and motivational working condition characterized by vigor, dedication and absorption. To be able to grow employee engagement, the role of leadership is very necessary.

Leaders will influence employee performance because they can lead employees towards achieving work goals, but require intervention aspects. Leaders can guide individuals or groups to complete goals and develop work involvement and organizational culture in employees (Bass & Stogdill, 1990). Referring to path-goal theory, supportive behavior from leaders can provide psychological support for subordinates. Supportive behavior from leaders will improve performance and job satisfaction by improving good relationships between leaders and subordinates, increasing self-confidence, reducing stress and anxiety, and tolerating unpleasant aspects of work (House in Guo et al., 2015).

Hypothesis

According to (Sugiyono, 2019), a hypothesis is a temporary answer to the research problem formulation and is based on empirical facts obtained through data collection. It is called a temporary answer because the answer given is a new answer based on theory and not yet based on facts obtained from data collection. Hypotheses can be tested and validated to test their validity by carrying out scientific investigations so that the hypothesis can help in empirical proof. Based on theoretical studies and empirical studies, as well as the problem formulation that has been described.

Leadership is one of the things that influences the level of employee discipline. This is because one of the factors that influences the level of employee discipline is command discipline. (Terry, 1993) stated that command discipline is discipline based on coercion, orders, punishment and power, so that this discipline does not arise from within oneself so that a leader must be able to direct his subordinates to comply with applicable regulations. So it is based on theory and research above, this research can be given the following hypothesis:

Hypothesis 1 (H1): It is suspected that employee engagement has a positive and significant effect on leadership among employees.

Leadership has a role in increasing employee engagement. Having a leader who is able to build good relationships with employees makes employees more enthusiastic and motivated in their work. According to (Lockwood, 2007) one of the factors that shape employee engagement is the leadership. (House, 1971) states that a leader acts as someone who can motivate his subordinates to achieve common goals, so that leadership can be said to foster a sense of enthusiasm, dedication and absorption in employees. Supported by research conducted by (Haryadi et al., 2022) which studied "The Influence of Leadership and Rewards on Employee Engagement" with the result that leadership influences employee engagement at PT. Jasamedika Saranatama amounted to 25.3%. Similar research was also conducted by (Mase & Widigdo, 2021) who studied "The Influence of Organizational Culture, Leadership and Training on Employee Engagement at BPJS Health Head Office" which showed that the leadership variable and employee engagement was 0.622, meaning there was a positive relationship between leadership. with employee engagement and is included in the criteria for a strong relationship. So based on the theory and research results above, the following hypothesis can be given in this research:

Hypothesis 2 (H2): It is suspected that employee engagement has a positive and significant effect on work discipline among employees.

Employee involvement plays an important role in shaping the level of employee discipline. When employees feel enthusiastic and engaged in their work, they tend to demonstrate good discipline, driven by a sense of belonging to the organization. According to Terry (1993), discipline applied to oneself is a key factor in forming employee discipline, where individuals comply with regulations consciously and willingly because of their perception of the organization. This is supported by research conducted by Arfah (2019) which revealed a significant positive correlation between Employee Engagement and work discipline. Likewise, Djah's (2021) focused research also found a significant positive correlation between Employee Engagement and Work Discipline among TKBM Usaha Main Employees. Belawan Karya Port Cooperative.

Hypothesis 3 (H3): It is suspected that work discipline has a positive and significant effect on work leadership among employees.

Employee engagement is able to play a role in mediating the relationship between leadership and work discipline. This is because leadership is able to motivate subordinates

to be more enthusiastic and dedicated in their work which will later encourage employees to be more disciplined in their work. (House, 1971) states that a leader's role is as someone who can motivate his subordinates to achieve common goals, so that leadership can be said to foster a sense of engagement in employees towards their work. (Kahn, 1990) defines employee engagement as employees who utilize themselves as part of the organization to be involved in accordance with their role in work, so it can be concluded that engaged employees feel that they are part of the organization where they work. Discipline itself is influenced by there is self-imposed discipline where discipline comes from within oneself because a person feels that he is part of the organization so that a person consciously and willingly obeys the applicable regulations (Terry, 1993).

From several studies by Mase and Widigdo (2021), it was revealed that there is a correlation coefficient between leadership variables and employee engagement reaching 0.622. It has been shown that there is a positive relationship between leadership and employee engagement, thus meeting the criteria for a strong relationship. Apart from that, research conducted by Arfah (2019) found a significant and positive correlation between Employee Engagement and Work Discipline. Based on the insights provided by these experts and the results of previous research, it is proven that there is a positive relationship between leadership and employee engagement, as well as between employee engagement and work discipline.

2. Methods

This research adopts a quantitative-explanatory method to explain the phenomenon studied. Sample determination was carried out through Nonprobability sampling/Saturated Sampling. The research subjects were 73 permanent employees. Data collection techniques involve documentation, questionnaires and observation. Data was collected using a questionnaire with a Likert scale. The variables in this research are operationally defined in accordance with the concepts of Leadership (House, 1975), Employee Engagement (Schaufelli and Bakker, 2002), and Work Discipline (Lateiner and Levine, 1980). Data analysis was carried out using smart-PLS 3 software. The conceptual framework regarding the Influence of Leadership on Work Discipline mediated by Employee Engagement is presented in Figure 1.1:

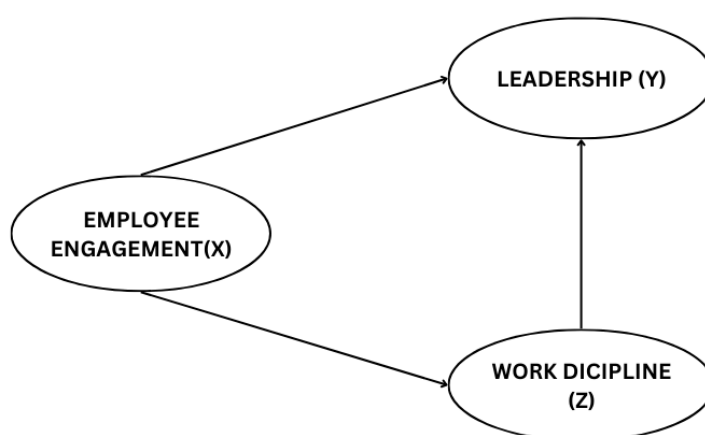


Figure 1. Conceptual Framework

HYPOTHESIS:

H1: The Influence of Employee Engagement on Leadership

H2: Influence of Engagement on Work Discipline

H3: The influence of work discipline on leadership

Research subject

According to (Big Indonesian Dictionary, 1989), a subject or in non-standard spelling is called a subject is a subject of discussion, the subject of discussion, or an actor, person, place, or object being observed. The subject of conclusions from research results is all objects involving sources or informants who can provide information related to problems relevant to the research to be conducted (Agusti et al., 2022). Based on this definition, the subjects in this research were 73 permanent employees at PT Chery Indonesia and PT Handal Indonesia Motor.

Object of research

According to Sugiyono (2019), research objects only have a focal point of investigation in a study, and are then examined again to overcome existing problems as "attributes, characteristics or values of a person, object or activity with certain variations identified by the researcher to import, thus producing the next conclusion." Based on this presentation, the aim is to determine the influence of leadership on work discipline, as well as the moderating role of employee existence.

Data Types and Sources

Data Type

Previous researchers explained that Sugiyono (2019) stated that the data collected in this research could be classified into several primary and secondary types:

- 1) Primary Data: the data above can come from several original sources and be obtained directly. From this research, primary data was collected from filling out questionnaires by all research participants.
- 2) Secondary Data: This data is collected directly from researchers but can be obtained through intermediaries or from documents. Secondary data comes from internal documents and archives such as personnel records and attendance records. This secondary data plays an important role in strengthening research findings.

Data source

The data source in the research is an internal data source obtained from the institution, namely through personnel staff. This data includes:

- 1) Number and status of permanent employees
- 2) general description of jobs and institutions
- 3) permanent employee attendance data.

Population, Sampling, and Research Respondents

Population

In line with Sugiyono's (2019) statement, several respondents referred to a broader direction consisting of subjects or objects that have certain qualities and characteristics,

which were identified by researchers for research and then drawn conclusions. By applying this concept, the population (N) in this study includes 73 permanent employees.

Sampling

In this research, previous researchers according to (Sugiyono, 2019) So based on this statement, potential respondents in this research must have certain criteria, namely working as permanent employees in automotive sector companies.

Sampling Technique

In this research, previous researcher Sugiyono (2019) stated that non-probability sampling itself can use other methods, namely methods that contain elements or that each population does not have the same chance of being selected as a sample. Meanwhile, according to Arikunto (2016), determining the sample size depends on the research context: "for small-scale research, it is recommended to include the entire population if the number of subjects is less than 100, thus making the research a population research. . For larger populations, sample sizes of 10-15% or 20-25% or more may be considered." In accordance with this perspective, researchers chose non-probability sampling, selecting a total of 73 employees as samples. Therefore, the use of the entire population without sampling is called a census technique, which functions as a unit of observation.

Sampling Method

The method used in the research sample is non-probability sampling. This method adopts a saturated sampling (census) approach, which selects several members of the population as samples (Sugiyono, 2019). In this research, the criteria used to determine the sample were all 73 permanent employees.

Method of collecting data

Interview

Can be carried out with several interviews conducted as a preliminary and to confirm the problem to be researched (Danuri & Maisaroh, 2019). In this research, interviews can be carried out with civil servants and administrative employees to ensure that the variables in this research are in line with existing phenomena.

Questionnaire

Before starting to collect data, you should prepare. What is needed in this research is to use a form, namely a data collection method by giving a series of questions or written statements to respondents to respond to (Sugiyono, 2019). In this particular study, questionnaires were distributed to employees of automotive sector companies to determine the impact of leadership on work discipline which is mediated by employee engagement. Questionnaires given to participants are prepared behind closed doors and delivered either directly or indirectly via Google Form.

Documentation

There are several ways to obtain data through documentation and information by accessing various sources that can be taken. This type of data usually includes some valuable support for research efforts (Arikunto, 2016). In collecting any form of data acquisition, it involves

collecting numerical data which will then be analyzed in its entirety. This data comes from several employee counts and attendance records provided by the personnel department.

3. Results and Discussion

The results that have become attributes of respondents in this research include several things: 1) gender; 2) age; 3) ownership; and 4) educational background. This data contains four attributes described in the following table:

Table 1. Characteristics of Respondents by Gender

No	Gender	Frequency	Percentage (%)
1	Man	53	72,6%
2	Women	20	27,4%
	Amount	73	100%

Source: Primary data processed (2024)

Based on data tabulation, it is clear that the gender of the 73 respondents who responded in this study was male, namely 72.6%, while female respondents were less interested in the automotive sector, amounting to 27.4%. Thus, it can be concluded that the majority of companies in the automotive sector are men.

Table 2. Characteristics of Respondents by Age

No	Age Range	Frequency	Percentage (%)
1	20-30 Year	19	26.02%
2	31-40 Year	9	12.32%
3	41-50 Year	19	26.02%
4	>50 Year	26	35.61%
	Amount	73	100%

Source: Primary data processed (2024)

Based on the information in the table above, it can be seen that from a total of 73 research samples, 26.02% of the participants were in the age range of 20-30 years at an age where they still enjoy the automotive world and repairing motorbikes, 12.32% were between 31-40 years old. vulnerable to the automotive world and prefer other things, 26.02% are in the 31-40 year age range. aged 41-50 years, and 35.61% of respondents were over 50 years old. Therefore, the largest age group of respondents or employees is above 50 years.

Table 3. Characteristics of Respondents based on Years of Work

No	Years of service	Frequency	Percentage (%)
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1	<5 Year	20	27.39%
2	6 - 15 Year	21	28.76%
3	16 - 25 Year	9	12.32%
4	> 25 Year	23	31.50%
	Amount	73	100%

Source: Primary data processed (2024)

Based on the information contained in the table above, it can be concluded that from a total of 73 research samples, 26.02% of respondents were between 20 and 30 years old, 12.32% were between 31 and 40 years old, 26.02% were between 41 and 50 years old. , and 35.61% of respondents were over 50 years old. Thus, the majority of respondents or employees are over 50 years old. The data listed in the table above describes the age distribution of a total of 73 research respondents. It can be seen that 26.02% of them are between 20 to 30 years old, while 12.32% are between 31 to 40 years old. In addition, 26.02% were aged between 41 and 50 years, with the remaining 35.61% aged over 50 years. Therefore, the majority of respondents or employees are over 50 years old.

Table 4. Characteristics of Respondents by Level of Education

No	Educational level	Frequency	Percentage (%)
1	SD or equivalent	3	4.11%
2	SMP or equivalent	4	5.47%
3	SMA or equivalent	35	47.94%
4	Diploma-I/II/III	2	2.73%
5	Level-1	28	38.35%
6	Level-2	1	1.36%
	Amount	73	100%

Source: Primary data processed (2024)

Based on the data presented in the table above, it can be seen that of the 73 research participants, the dominant educational background was high school, namely 47.94%, followed by undergraduate graduates at 38.35%. Therefore, the majority of respondents or employees have a high school education level. Findings drawn from Table 1 highlight general trends in the educational qualifications of the 73 study respondents. The majority of participants had a high school diploma, amounting to 47.94% of the total sample, and bachelor's degree holders were the second largest group, amounting to 38.35%. Thus, it can be concluded that the majority of employees surveyed have education up to high school level. Cronbach's Alpha is a group of indicators that measure the composite reliability of a variable, where an alpha coefficient value greater than 0.6 indicates good reliability

(Cresweel, 2017). SmartPLS output also provides reliability test results which can be in the form of values listed in the attached table.

Table 5. Cronbach's Alpha and Composite Reliability Test Results

Construct	Cronbach's Alpha	Composite Reliability
Employee Engagement (X)	0.896	0.907
work discipline (Z)	0.875	0.899
Leadhershship (Y)	0.909	0.919

Source: Primary data processed (2024)

The column above shows that there are various indicators that have met the criteria of satisfactory or good results, with a composite reliability standard value of ≥ 0.6 which indicates validity. In order to assess the predictive ability of the structural model (inner model), the R-Square value is used for each range of endogenous variables. Findings from the SmartPLS program show that subsequent results are significant.

Table 6. R-Square Test Results

Endogenous Latent Variables	R-Square
Leadhershship (Y)	0,195
work discipline (Z)	0,359

Source: Primary data processed (2024)

This shows that Leadership (Y) accounts for 19.5% of the influence, leaving 80.5% caused by several other factors not examined in this study. Based on the R-square table, the R-Square value for the endogenous latent variable Work Discipline (Z) is 0.359 or equivalent to 35.9%. This means that Leadership (Y) contributes an influence of 35.9%, of which 60.1% is caused by other variables that have not been tested.

Table 7. Hypothesis Testing Results

Relationship Construct	Original sample	T-Statistics	P-Value
Directly			
Work Discipline (Z)=> Leadership (Y)	0,421	2.702	0.007
Employee Engagement (X)=> Leadership (Y)	0.033	0.183	0.855
Employee Engagement (X)=>Work Discipline(Z)	0.599	6.621	0.000

Source: Primary data processed (2024)

The Influence of Employee Engagement on Leadership

This analysis shows that the existence of a path from the Leadership variable to Leadership (Y) produces a P-value that exceeds 0.05 ($0.855 < 0.05$). Meanwhile, the T-statistic value of this path recorded a positive number of 0.183. Therefore, based on the results of the path analysis, it can be concluded that although leadership has a positive influence, this leadership cannot reach statistical significance on the sample of employee work discipline at PT Chery Indonesia and PT Handal Indonesia Motor, so the hypothesis is rejected. H1. This finding goes with the research findings of Rizal & Radiman (2019) which also states that the influence of leadership on employee work discipline is positive but not statistically significant.

In discussing the results, it is evident that the path analysis revealed a lack of statistical significance in the relationship between the Leadership variable and Leadership (Y), as indicated by a P-value exceeding the threshold of 0.05 ($0.855 < 0.05$). Despite this, the positive T-statistic value of 0.183 suggests a positive direction of influence between the variables. Consequently, the findings suggest that while leadership exerts a positive influence, it fails to attain statistical significance concerning the sample of employee work discipline at PT Chery Indonesia and PT Handal Indonesia Motor. Thus, the hypothesis H1, positing a significant impact of leadership on employee work discipline, is rejected based on the path analysis.

These results align with previous research findings by Rizal & Radiman (2019), which similarly concluded that although leadership exhibits a positive influence on employee work discipline, it does not achieve statistical significance. This consistency in findings underscores the importance of acknowledging nuances in the relationship between leadership and work discipline. While leadership may indeed have a positive impact, other contextual factors or intervening variables may contribute to the lack of statistical significance observed in this study.

Further exploration into these contextual factors and potential moderators could offer valuable insights into the complexities of leadership and its effects on employee behavior. Qualitative research methods, such as interviews or focus groups, may provide a deeper understanding of the underlying mechanisms at play. Additionally, expanding the scope of the study to include a broader range of organizations or industries could help identify variations in the relationship between leadership and work discipline across different contexts.

Overall, while the findings do not support the hypothesis of a significant influence of leadership on employee work discipline, they contribute to the ongoing discourse on leadership effectiveness in organizational settings. By considering the nuances and intricacies of this relationship, organizations can refine their leadership practices and strategies to better align with the needs and expectations of their employees.

The Influence of Employee Engagement on Work Discipline

The analysis unveils a significant relationship between Leadership (X) and Work Discipline (Z), indicated by a P-value below the threshold of 0.05 ($0.000 < 0.05$). Moreover, the positive T-statistic value of 6.621 solidifies this correlation. The coefficient values in the original sample further affirm a positive influence, suggesting that heightened leadership correlates with increased employee engagement. Hence, hypothesis H2 is upheld, indicating a substantial impact of leadership on work discipline.

These findings resonate with prior research conducted by Haryadi et al. (2022) and Mase and Widigdo (2022), which underscore the positive and significant influence of leadership on employee engagement. The observed relationship suggests that effective leadership practices foster a conducive work environment, promoting higher levels of employee involvement and commitment to tasks. Such findings align with theoretical frameworks emphasizing the pivotal role of leadership in shaping organizational culture and driving employee performance.

However, these results diverge from the conclusions drawn by Juliasa et al. (2022), which assert that leadership does not exert a direct and significant effect on employee engagement. This disparity could stem from variations in research methodologies, sample demographics, or contextual factors across studies. Additionally, it underscores the complexity of the leadership-employee engagement dynamic, emphasizing the need for further exploration and nuanced understanding.

In essence, the findings underscore the critical role of leadership in fostering work discipline and employee engagement within organizational settings. By prioritizing leadership development initiatives and cultivating effective leadership practices, organizations can enhance employee morale, productivity, and overall performance, thereby contributing to sustained organizational success.

The Influence of Work Discipline on Leadership

The analysis employing path coefficients reveals that the variable associated with employee engagement towards Work Discipline demonstrates statistical significance, with a P-value below 0.05 and a positive T-statistic value of 2.702. This indicates a positive influence between employee engagement and work discipline, suggesting that as employee engagement increases, work discipline also increases. These findings align with prior research by Arfah (2019) and Djah (2022), which similarly underscored the positive and significant impact of employee engagement on work discipline.

These results imply that organizations stand to benefit from initiatives aimed at fostering greater employee engagement, as it not only enhances individual motivation and commitment but also contributes to a more disciplined and productive work environment. By investing in strategies to promote active employee involvement and participation, organizations can cultivate a culture of accountability, responsibility, and excellence, ultimately driving organizational success and competitiveness.

Moreover, the consistent significance of the relationship between employee engagement and work discipline highlights the importance of prioritizing employee engagement management within organizational contexts. Organizations should recognize the pivotal role of employee engagement in shaping work discipline and productivity, integrating employee engagement initiatives into their broader human resource management strategies.

However, it's essential to acknowledge potential limitations in the study, such as the scope and context-specific nature of the findings. While the results provide valuable insights into the relationship between employee engagement and work discipline, further research is needed to explore these dynamics in diverse organizational settings and cultural contexts.

Additionally, longitudinal studies could provide deeper insights into the causal mechanisms underlying the observed relationships.

In conclusion, the findings underscore the critical importance of employee engagement in fostering work discipline and productivity within organizations. By prioritizing initiatives to enhance employee engagement and participation, organizations can create a conducive work environment conducive to enhanced performance, organizational success, and sustainable growth.

4. Conclusion

From the analysis conducted on the relationship between leadership, employee engagement, and work discipline within the context of PT Chery Indonesia and PT Handal Indonesia Motor, several key findings emerge. Firstly, while leadership positively influences employee engagement, this influence does not translate into significant improvements in employee work discipline. This suggests that although effective leadership may succeed in fostering emotional involvement and proactivity among employees, it does not necessarily guarantee a corresponding increase in discipline across all employees.

Secondly, the results indicate that employee engagement significantly impacts employee work discipline. This underscores the notion that employees who feel emotionally and motivationally connected to their work are more likely to demonstrate higher levels of discipline in fulfilling their responsibilities. Consequently, enhancing employee engagement levels emerges as a viable strategy for enhancing work discipline and, consequently, overall organizational performance.

Thirdly, although not directly significant, there are indications that leadership may also indirectly influence employee work discipline through its impact on employee engagement. This underscores the pivotal role of leaders in cultivating a work environment conducive to motivating and supporting employees to fully engage in their work. By recognizing the intricate interplay between these factors, organizational management can develop more targeted strategies to improve employee performance and effectively achieve organizational objectives.

Limitations. It is essential to acknowledge certain limitations within this study. Firstly, the findings are based on data collected from a specific context and may not be generalizable to other industries or organizational settings. Additionally, the cross-sectional nature of the study limits the ability to establish causal relationships between variables. Future research employing longitudinal designs could provide deeper insights into the dynamic interplay between leadership, employee engagement, and work discipline over time.

Furthermore, the reliance on self-reported measures may introduce response bias and affect the accuracy of the findings. Future studies could benefit from incorporating multiple data sources and employing objective measures to mitigate these potential biases. Additionally, the study focused solely on the direct and indirect effects of leadership and employee engagement on work discipline, overlooking other potential influencing factors. Exploring additional variables such as organizational culture, job design, and reward systems could offer a more comprehensive understanding of the determinants of work discipline.

Recommendations for Further Research. Building upon the findings of this study, future research endeavors could explore several avenues to deepen our understanding of the relationship between leadership, employee engagement, and work discipline. Firstly, longitudinal studies could provide valuable insights into the causal mechanisms underlying these relationships and how they evolve over time. Additionally, comparative studies across different industries and organizational contexts could offer insights into the generalizability of the findings and identify potential contextual factors that may influence these dynamics. Furthermore, qualitative research methodologies such as interviews and focus groups could complement quantitative approaches by providing richer insights into employees' perceptions and experiences regarding leadership, engagement, and work discipline. Additionally, exploring the role of organizational interventions and initiatives in fostering employee engagement and improving work discipline could offer practical implications for organizational management. Overall, by addressing these limitations and exploring new avenues of inquiry, future research can contribute to a more nuanced understanding of the complex dynamics between leadership, employee engagement, and work discipline, ultimately informing the development of effective strategies for enhancing organizational performance and achieving sustainable success.

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