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The Influence Of Leadership And Work Discipline On The Productivity Of Satpol PP Medan City

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Abstract

This study aims to analyze the influence of leadership and work discipline on the work productivity of personnel at the Civil Service Police Unit (Satuan Polisi Pamong Praja, Satpol PP). The study employs a quantitative approach with a survey method. Samples were drawn using proportional stratified random sampling to ensure that each stratum in the population is represented proportionally. Data were obtained by distributing questionnaires to respondents using a Likert scale. The data analysis included validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, the t-test, the F-test, and the coefficient of determination. The results show that leadership has a positive and significant effect on work productivity. Work discipline also has a positive and significant effect on work productivity. Simultaneously, leadership and work discipline have a significant effect on the work productivity of Satpol PP personnel. The coefficient of determination indicates that leadership and work discipline explain part of the variation in work productivity, while the remainder is influenced by other factors outside the research model. These findings show that the quality of direction, role modeling, communication, decision-making, and motivation provided by leaders must go hand in hand with compliance with rules, punctuality, responsibility, and consistency in task execution. Strengthening both aspects is a strategic part of building a more effective, measurable, and goal-oriented personnel productivity in the service of organizational objectives.

Keywords: **Leadership, Work Discipline, Work Productivity, Satpol PP, Performance Personnel, Proportional stratified.**

INTRODUCTION

In the increasingly complex dynamics of regional government administration, the presence of professional, high-integrity civil and non-civil personnel with high work

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productivity is a fundamental prerequisite for effective and efficient governance. The Civil Service Police Unit (Satpol PP), as a regional apparatus with a strategic mandate to enforce regional regulations, maintain public order and tranquility, and protect the community, is required to deliver optimal organizational performance amid rising public expectations of the quality of government services.

The work productivity of Satpol PP personnel is determined not merely by the availability of adequate physical resources and regulations, but depends heavily on the quality of the human resource management applied within the organization. In human resource management, work productivity reflects the level of effectiveness and efficiency with which employees convert organizational inputs, namely time, energy, and competence, into performance outputs aligned with institutional goals. Improving the work productivity of Satpol PP personnel is a managerial issue that cannot be separated from the underlying organizational behavior factors (Andrian et al., 2025).

One of the main determinants with a significant influence on work productivity is leadership. Leadership is understood not only as a leader's formal ability to control subordinates, but also as a dynamic process of influencing employees' attitudes, behavior, and work commitment through role modeling, communication, and visionary decision-making. Effective leadership can create a conducive work climate, foster employee trust and loyalty, and direct individual potential toward the collective achievement of organizational performance. Conversely, leadership practices that are less adaptive risk causing work disorientation, lowering motivation, and ultimately hindering personnel productivity (Putra et al., 2025).

In addition to leadership, work discipline is another essential factor that plays an important role in shaping employees' level of work productivity. Work discipline reflects the degree to which individuals comply with the norms, regulations, and operational standards that apply within the organization. In Satpol PP, work discipline has strategic significance because it relates directly to punctuality, readiness, and consistency in carrying out duties in the field. A high level of work discipline encourages orderly work, minimizes behavioral deviations, and strengthens performance accountability, which together contribute to increased organizational productivity (Hamidah et al., 2025).

Although leadership and work discipline are conceptually believed to be closely related to work productivity, in practice various problems are still found that point to a gap between normative expectations and empirical reality within Satpol PP. Variations in leadership style, inconsistent enforcement of discipline, and differences in employees' perceptions of managerial policies may affect work productivity outcomes in different ways. This situation underscores the importance of systematic, data-based scientific study to examine the extent to which leadership and work discipline influence the work productivity of Satpol PP personnel (Azzahra et al., 2025).

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In its efforts to improve work productivity, the Civil Service Police Unit (Satpol PP) is required not only to meet administrative standards but also to build a consistent and measurable work culture. This work culture covers discipline, instructional communication, and productive internal coordination. One tangible manifestation of this guidance effort is the regular morning assembly (apel pagi). This activity is designed as a means of mental and disciplinary development for personnel, and at the same time as a medium through which leaders convey organizational directives to all ranks (Agusman et al., 2024).

The morning assembly reflects several important elements of organizational dynamics that are relevant to this study. First, the morning assembly is not merely an administrative ritual, but a systematic strategy for developing work discipline through direct supervision. During the activity, the organization's leaders stressed the importance of orderly attendance and administrative obligations such as completing the Assignment Order (Surat Perintah Tugas, SPT), as well as plans to expand the use of a fingerprint system for recording attendance. These efforts demonstrate the implementation of structural and technical disciplinary control, which is believed to affect the quality of day-to-day task execution (Silviyani & Aminnudin, 2025).

Second, a morning assembly led by a structural official shows the leadership function as director, motivator, and provider of work orientation for all personnel. The directives delivered by the assembly leader include elements of performance evaluation, recognition of attendance, and encouragement to strengthen each person's sense of responsibility for their duties. This type of leadership reflects a proactive managerial model, in which leaders not only set rules but are also directly involved in shaping a productive work culture (Oktavianti et al., 2022).

Third, the internal coordination embodied in the morning assembly contributes to the collective productivity of the organization. As reported, the morning assembly is used as an official communication forum between leaders and members, enabling important information, evaluations, and strategic directives to be conveyed directly. This is in line with findings in the management literature that the effectiveness of internal communication correlates positively with organizational performance because it narrows perception gaps and speeds up responses in the field.

Amid the bureaucratic reform that the government continues to pursue, improving the performance of state apparatus has become a non-negotiable strategic agenda. Regional apparatus organizations are required to adapt to a dynamic external environment while improving the quality of internal governance so that it is aligned with the principles of effectiveness, efficiency, and public accountability. In this context, personnel work productivity is no longer viewed merely as an individual achievement, but

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as a reflection of the quality of the managerial system and of organizational leadership as a whole.

The Civil Service Police Unit has organizational characteristics that are unique compared with other regional apparatuses. Its tasks, which are operational, high-risk, and involve direct dealings with the public, demand a high level of readiness, loyalty, and professionalism from every member. The work productivity of Satpol PP is measured not only by the quantity of work output, but also by the quality of task execution, the accuracy of decisions made in the field, and the ability to maintain social stability on a sustained basis.

From an organizational behavior perspective, leadership is a strategic instrument that determines the direction, intensity, and quality of personnel performance. Leaders function not only as administrative decision-makers but also as symbolic figures who shape the organization's values, norms, and work ethic. Leadership that is visionary, communicative, and oriented toward human resource development is believed to increase work engagement and drive the optimization of personnel productivity, particularly in an organization with a command structure such as Satpol PP.

Leadership effectiveness will not have its maximum impact unless it is supported by strong and consistent work discipline. Work discipline is the concrete manifestation of the internalization of organizational values into everyday work behavior. In public organizations, discipline relates not only to compliance with working hours and administrative procedures, but also encompasses moral integrity, professional responsibility, and the willingness to carry out duties in accordance with established operational standards.

Phenomena frequently found in bureaucratic settings show that weak work discipline is often a factor that hinders the achievement of organizational performance. Lateness, low compliance with leaders' instructions, and inconsistency in carrying out field duties can significantly reduce work productivity. In Satpol PP, such conditions can directly affect the effectiveness of regional regulation enforcement and reduce public trust in the regional government.

Based on the background above, the author is interested in conducting research entitled "The Influence of Leadership and Work Discipline on the Productivity of Satpol PP."

METHODS

The subjects of this study are all personnel of Satpol PP Medan City who are directly involved in carrying out the organization's duties and functions, at both the structural and operational levels. Satpol PP personnel were chosen as research subjects because they are the main actors who directly experience leadership practices and the

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application of work discipline within the organization, and are therefore able to provide relevant and objective information on the variables under study (Sugiyono, 2021).

The objects of this study comprise leadership, work discipline, and the work productivity of Satpol PP Medan City personnel. Leadership is examined as a variable representing a leader's ability to influence, direct, and control the work behavior of subordinates. Work discipline is analyzed as the form of personnel compliance with applicable regulations, procedures, and work norms. Work productivity, meanwhile, is understood as the level of effectiveness and efficiency with which personnel carry out the duties and responsibilities assigned by the organization.

With these subjects and objects defined, this study is expected to provide a comprehensive empirical picture of the influence of leadership and work discipline on the work productivity of personnel within the Civil Service Police Unit of Medan City.

The population in this study is all Satpol PP members at the research site under study. A population is defined as the entire set of research subjects that share certain characteristics and are relevant to the problem being studied, particularly with regard to leadership, work discipline, and work productivity. All active Satpol PP members who are directly involved in carrying out operational or administrative duties fall within the scope of the research population (Sugiyono, 2021).

The following is the number of Satpol PP Medan City personnel based on official data from the 2021–2026 Strategic Plan (RENSTRA) set out by the Medan City Government. According to that document, the membership of Satpol PP Medan consists of:

1. 672 civil servants (ASN) and government employees with work agreements (P3K); and
2. 65 non-permanent daily workers (PHL).

The total personnel of Satpol PP Medan City is 737 people.

A sample is a part of the population selected to represent the whole population in a study. Given limitations of time, energy, and cost, this study uses a sample drawn from the population by probability sampling, specifically the Proportional Stratified Random Sampling method, so that every member of the population has an equal chance of being selected as a respondent. This technique was chosen to maintain objectivity and improve the validity of the research results.

To determine the sample size from this population, the Slovin formula can be used, as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = sample size

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N = population size (total Satpol PP Medan personnel), N = 737
e = margin of error (in social research usually 5% or 0.05)

$$n = \frac{737}{1 + 737\ (0.05)^2}$$

$$n = \frac{737}{1 + 1.8425}$$

$$n = \frac{737}{2.8425}$$

$$n = 259$$

Thus, the representative sample size for the study is approximately 259 respondents.

The data analysis technique in this study uses a quantitative approach with the aid of SPSS. The data collected through the questionnaire were first tested for quality through validity and reliability tests to ensure that the research instrument measures the variables accurately and consistently. The data were then analyzed using classical assumption tests, comprising normality, multicollinearity, and heteroscedasticity tests, as prerequisites for regression analysis. To test the influence of leadership and work discipline on work productivity, multiple linear regression analysis was used. Hypothesis testing was carried out through the partial test (t-test), the simultaneous test (F-test), and the coefficient of determination (R^2) to determine the contribution of the independent variables to the dependent variable (Ghozali, 2018).

RESULTS AND DISCUSSION

This study was conducted at a regional government agency, namely the Civil Service Police Unit (Satpol PP), which has a strategic role in enforcing regional regulations and maintaining public order and community tranquility. As an operational regional apparatus, Satpol PP requires personnel who not only possess physical readiness but also discipline, integrity, and the ability to work effectively in a variety of field situations. The quality of leadership and the level of work discipline are important factors that directly or indirectly affect personnel work productivity in carrying out their duties and functions.

Satpol PP has a systematic structure with a clear division of tasks, ranging from supervision and enforcement to the implementation of regional regulations. The work dynamics faced by Satpol PP personnel demand good coordination between leaders and subordinates, as well as consistent application of work discipline. This study focuses on analyzing the influence of leadership and work discipline on personnel work productivity, in the hope of providing an empirical picture of the organization's actual condition and a basis for formulating policies to improve performance within Satpol PP. The study uses a quantitative approach involving 259 respondents who are Satpol PP personnel, so that

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it is expected to give a representative picture of the organization's empirical condition. The data obtained were analyzed statistically to identify the causal relationships among the variables of leadership, work discipline, and work productivity.

The Influence of Leadership on Work Productivity

The results show that the leadership variable has a positive and significant influence on personnel work productivity. This finding indicates that the more effective the quality of leadership applied in the organization, the higher the level of work productivity produced by its members. Leadership is understood not merely as a structural function, but as a dynamic process involving the ability to influence, direct, and motivate individuals to achieve organizational goals optimally.

Leadership plays a central role in shaping the work behavior of individuals and groups. Leaders who provide clear direction, effective communication, and consistent role modeling will create a work environment conducive to better performance. This is in line with the modern management perspective, which places leadership as the primary determinant in moving human resources toward higher productivity.

The significance of the influence of leadership in this study is reflected in the t-test value, which shows that the regression coefficient of the leadership variable differs significantly from zero. This confirms that the contribution of leadership to work productivity is not merely a statistical coincidence, but a causal relationship that can be explained empirically. The quality of leadership has strong predictive power in explaining the variation in personnel work productivity.

Effective leadership is reflected in a leader's ability to make sound decisions, provide motivation, and build harmonious communication with subordinates. These dimensions not only increase job satisfaction but also encourage individuals to work more efficiently and responsibly. Leadership functions as a catalyst that accelerates the achievement of organizational goals through the optimization of individual performance.

The results of this study show that leadership has a fairly strong influence, although not as strong as that of work discipline in the research model. This can be interpreted to mean that leadership acts as a directing factor, while work discipline functions as a control mechanism. The synergy between the two is the key to creating optimal work productivity.

This finding is also in line with various previous studies stating that leadership has a significant effect on performance and work productivity. The consistency of these results strengthens the external validity of the study and shows that the observed phenomenon is broadly relevant across various organizational contexts, both public and private (Maleva & Wihasnanato, 2025).

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The implications of these findings emphasize the importance of developing leadership capacity within the organization. Leaders need to be equipped with adequate managerial competence, interpersonal communication, and motivational skills so that they can manage human resources effectively. Investment in leadership development affects not only individual performance but also the sustainability of the organization as a whole.

It can be concluded that leadership is a strategic variable with a significant role in improving work productivity. Improving the quality of leadership, in terms of both competence and leadership style, will make a real contribution to creating personnel who are productive, professional, and oriented toward achieving optimal organizational performance.

The Influence of Work Discipline on Work Productivity

The results show that the work discipline variable has a positive and significant influence on personnel work productivity. This finding indicates that an increase in the level of discipline in carrying out tasks and complying with work rules will directly contribute to improved work results achieved by individuals and by the organization as a whole.

Work discipline is one of the main pillars of human resource management, reflecting the level of compliance, awareness, and responsibility of individuals toward applicable rules and operational standards. In the context of a public organization such as Satpol PP, work discipline plays a very crucial role because it relates directly to the effectiveness of field tasks that are operational in nature and require punctuality and firmness in action.

The regression analysis shows that work discipline has a positive and significant coefficient on work productivity. This means that every increase in the level of work discipline will be followed by an increase in personnel work productivity. Statistically, this significance confirms that the relationship is not coincidental, but a causal relationship that can be justified empirically.

Work discipline is reflected in punctual attendance, compliance with regulations, obedience to superiors' instructions, and consistency in carrying out tasks. When these aspects are carried out consistently, orderly work is created, which in turn increases the efficiency and effectiveness of the organization's task execution.

Work discipline also functions as a mechanism for controlling individual behavior within the organization. A high level of discipline minimizes work deviations, reduces inefficiency, and improves the quality of work output. Work discipline affects not only the individual aspect but also the performance of the organization as a whole.

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This finding is consistent with various previous empirical studies stating that work discipline is an important determinant in improving work productivity. The consistency of these results strengthens the position of work discipline as a fundamental variable in performance management, particularly in public sector organizations that demand high accountability (Hamidah et al., 2025).

The implications of this study show that strengthening work discipline needs to be a top priority in organizational policy. This can be done through consistent enforcement of rules, proportionate sanctions, and strengthening a work culture oriented toward compliance and responsibility.

It can be concluded that work discipline has a very significant role in improving personnel work productivity. The higher the level of discipline applied in the organization, the more optimal the work productivity that can be achieved, so that work discipline becomes one of the key factors in achieving effective and sustainable organizational performance.

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CONCLUSION

Based on the results of the data analysis and the comprehensive discussion above, it can be concluded that this study has answered all of the research questions posed. Empirically, the tests show that the leadership and work discipline variables have a significant influence, both partially and simultaneously, on personnel work productivity. This finding confirms that the dynamics of work productivity in an organization cannot be separated from the quality of leadership and the level of individual discipline in carrying out duties and responsibilities. Leadership was shown to have a positive and significant influence on work productivity. This indicates that the more effective the leadership style applied in the organization, the higher the level of personnel work productivity. Leadership that consistently provides direction, motivation, and role modeling proved to be an important factor in improving individual performance. Work discipline also has a positive and significant influence on work productivity. This finding shows that the level of compliance with rules, punctuality, and consistency in carrying out tasks are the main determinants of improved personnel work effectiveness. In other words, work discipline serves as an operational foundation that ensures every work process runs in accordance with established standards. Leadership and work discipline were shown to have a significant influence on work productivity. This indicates that the two variables do not stand alone, but interact with and reinforce each other in shaping personnel work productivity. The synergy between effective leadership and high work discipline produces a work system that is more directed, measurable, and productive. It can be affirmed that

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personnel work productivity in an organization is largely determined by the quality of leadership and the level of work discipline applied consistently. Improving both aspects is a strategic imperative in efforts to achieve optimal, effective, and sustainable organizational performance.

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