



## How Work Productivity can Increase at ZAP Clinic Head Office Jakarta

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**Abstract:** The purpose of this research is to determine (1) the influence of the leadership of the head of ZAP CLINIC Jakarta Headquarters on the work productivity of employees at ZAP CLINIC Jakarta Head Office; (2) The Influence of Employee Discipline on Work Productivity of ZAP CLINIC Employees, Jakarta Head Office; And (3) The Influence of Leadership and Employee Discipline on Work Productivity of ZAP CLINIC Employees, Jakarta Head Office. The research method used is a descriptive survey method and an explanatory survey using a sample of 50 employees of ZAP CLINIC Jakarta Head Office as respondents. Based on the results of the study, it was found that the leadership at ZAP CLINIC Jakarta Headquarters is generally good, but there are several things that need to be considered, namely the lack of smooth communication between employees and leaders, a less conducive work atmosphere, less attention to the situation of employees and uncertainty. Task Structure; Employee Discipline is considered good enough, but discipline needs to be improved, namely punctuality in attendance, obedience in following SOPs, and responsibility in maintaining work infrastructure; Leadership Affects Employee Work Productivity, Where Better Leadership Will Lead to Better Employee Productivity At ZAP CLINIC KA Jakarta Head Office; Discipline Affects Employee Work Productivity, So The Higher Employee Discipline, The Higher Work Productivity; And Leadership And Employee Discipline Together Affect Employee Work Productivity, But When Seen Partially, Leadership Is More Dominant In Affecting Employee Work Productivity Than Employee Discipline.

**Keywords:** Leadership, Discipline and Work Productivity

### INTRODUCTION

The development of the reform era is essentially development from and for the community which is an effort to realize and improve the welfare of the community in a fair and equitable manner. Basically, the national development that is continuously carried out by the Indonesian people is the development of the Indonesian people as a whole. The purpose of this development is to improve welfare, both materially and spiritually. This is in accordance with the development program currently being implemented by the government,

namely increasing the moral development of an independent Indonesian nation. Indonesia is a country that aspires to achieve good governance. The requirements for the creation of good governance, at least include transparency, accountability, and participatory governance. But when we look at the behavior of the public bureaucracy in running the government system, there are so many problems that will be encountered. The public bureaucracy in Indonesia faces very complex multidimensional problems. The structure is very hierarchical, fragmented, and makes bureaucratic officials less able to develop creativity and innovation in the delivery of public services.

ZAP Clinic is a company engaged in health and beauty services intended for the entire community. ZAP Clinic has outlets in all cities in Indonesia, so that ZAP Clinic has quite a place and name in the eyes of the public. Based on the explanation above, the performance of public services for integrated licensing should increase, but in fact, it is still relatively less than optimal, this can be seen from the results of the initial research (2021) which has been described previously through interviews with informants totaling 30 people, who came from the head office in Jakarta. So it can be seen that the employees at ZAP Clinic in providing services still cannot be said to be of high quality. Because many informants are still complaining about the requirements in the service of business licenses, employee capabilities, timeliness of service, cost standards and speed of service. Employees are also not transparent in providing services, especially services in the field of beauty. In interviews with informants, there are still many people who spend additional funds on employees so that their services can be accelerated. Likewise in the services provided such as the ability to use facilities and infrastructure, according to the informants, there are also employees who are still unable to use existing facilities so that it has an impact on speed in service delivery. Employees in providing services have not fully provided satisfaction to the community even though they have gone through one door, but employees do not show work professionalism and employees do not know the negative impact in the eyes of the community.

Based on the above conditions, ZAP Clinic is currently promoting a program to build disciplined employee character which is carried out jointly between the leadership and staff within the ZAP Clinic, because if all employees, especially those in the ZAP Clinic, understand their duties and responsibilities for their performance, of course it will create discipline in work. The most important step to implement the system is to build a collective agreement. By adjusting the standard operating procedures regarding staffing which talk about rights and obligations. For example, there are some employees who are absent or undisciplined, always don't attend the morning call, don't work well, or often miss what sanctions should be given to them, this is mutually agreed upon, and the agreement is not only the Head of the Office, but is programmed from the results of the agreement. they are together.. As the main element in an organization or institution, the human factor is a resource that needs special attention regarding behavior, attitudes or others in the company because humans are not inanimate objects that can be treated arbitrarily but humans are individuals who require proper appreciation. To anticipate this, it is necessary to have a leader who is skilled and responsible and understands the desires of his subordinates who are always different.

A leader must be able to direct and motivate his subordinates by providing understanding and encouragement to fulfill their desires and work harder to carry out their

duties and obligations. Management in an institution or leader will find it difficult to achieve its goals without a leader as a driver in setting steps and policies in carrying out managerial activities. A leader is required to have knowledge and skills in leading a field, work, this is the basis and determining factor in achieving the desired expectations. With the success of one's leadership, it will certainly provide motivation and discipline to his subordinates, because in addition to having the ability, skills and good personality, an employee always feels driven and enthusiastic in doing work to achieve optimal productivity.

The head of the ZAP Clinic, is a formal leader, in the sense that during his leadership term he is given the authority to determine policies, motivate employees, not only receive reports, but must know the process and communicate, conduct supervision and supervision, and set goals in achieving targets. predetermined income. Leadership plays a very important role in determining work productivity, because leaders are used as role models and role models by their subordinates. Leaders must set a good example, be well disciplined, honest, fair, and according to words with actions. With good leadership, the discipline of subordinates will also be good. If the leadership is not good, the subordinates will be less disciplined.

ZAP Clinic employees as one of the main actors in realizing local revenue, especially services to the public in business licensing are required to have dedication and optimal service to the community. Discipline is in accordance with the provisions that apply to each implementing apparatus and is encouraged by leaders who have leadership qualities, so as to produce work productivity in collecting regional income.

Thus the factors that affect productivity vary greatly according to the point of view of productivity itself. However, these factors do not actually stand alone, but are related to one another. The state of work productivity of ZAP Clinic employees as described above, has not been as expected, this can imply that public services are not optimal. The low productivity of ZAP Clinic's employees is allegedly caused by low discipline. Low discipline can also be seen from the frequent delays in completing a job, employees are often not at work or the work achieved is not in accordance with predetermined standards, the lack of fast service provided by employees this is an indication of their lack of work discipline, based on the staffing section report (2013) found disciplinary findings of employees, namely: (1) 20% of employees on average did not attend the ceremony; (2) 37% of employees are absent on average but perform assigned tasks (3) 31% do not come to work without notification. (Source Results of interviews with supervisors at ZAP Clinic head office Jakarta)

## **LITERATURE REVIEW**

### **Leadership**

Leadership is an activity carried out to influence people to work sincerely to achieve common goals. Leadership can also be interpreted as the ability possessed by a person to invite others to achieve predetermined goals with enthusiasm. In general, it can be said that leadership is a science and art to influence other people or a group of individuals to work together, not bring each other down in order to achieve organizational goals.

Discussions about leaders and leadership in general explain how to become a good leader, the styles and traits that are in accordance with leadership and what requirements a good leader needs to have. In addition, there are also many examples of good leaders and

leadership so that it has its own charm to study it. However, it is still difficult to imitate so that in practice only a few leaders can apply leadership well and can bring their followers to the desired state. According to Thoha (2007: 3) asserts that "talking about leadership is indeed interesting, and can be started from any angle under the microscope". Each approach will give birth to understanding. A leader is someone who has certain skills that can influence his followers to cooperate towards achieving predetermined goals.

Thus it is clear that the leader needs to have various skills advantages that must be possessed compared to other members. Thus, they can have the authority so that they are obeyed by their followers. The advantages it has are varied, including; moral advantages, morale, skills, intelligence, tenacity and so on.

### **Work Dicipline**

The word discipline comes from Latin as stated by Moekijat (2005: 194) that discipline comes from the Latin word discipline which means training or education of decency and spirituality as well as character development. From the quote above, it shows that there is nothing but emphasis on employees to develop appropriate for the work that is their duty.

Employee discipline in an organization/institution has a very important role in improving work processes and results both in quantity and quality. The definition of discipline within the scope of a company or organization according to Muchdarsyah Sinungan (2003: 135) is "the mental attitude of a person or group of people who always wants to follow / obey all the rules / decisions that have been set". According to H. Malay S.P. Hasibuan (2003: 193) understanding of work discipline is "a person's awareness and willingness to obey all company regulations and applicable social norms". Keith Davis (2005:66) suggests that "Dicipline is management action to enforce organization standards". Based on the opinion of Keith Davis, work discipline can be interpreted as the implementation of management to strengthen organizational guidelines.

From the notion of discipline within the organization/company environment, it can be concluded that the attitude of awareness and willingness of members of the organization/company to obey and carry out with high commitment all the guidelines and rules that have been determined to achieve the organizational goals that have been set.

### **Work productivity**

In general, companies are founded with certain goals. This goal will be achieved if there are supporting factors, namely capital, means of production, natural resources and human resources that can be managed properly. Human resources are the most dominant production factor influencing the company's productivity, therefore it needs serious attention, so that work productivity increases.

Understanding productivity itself, there are various definitions as follows: Bernardin and Russell (2007: 518) states that: "Generally, productivity refers to a ratio of output to input. Inputs may include labor hours or costs, production costs, and equipment costs. Outputs may consist of sales, earnings, market share, and defects. Which means that generally productivity refers to the ratio between inputs and outputs. Inputs can include working hours and wages, production costs, and equipment costs. While the output (output) includes, among others, sales, income, market shares, and damage.

The same thing was also expressed by Rusli Syarif (2003: 6), namely: “Productivity is expressed by the formula:  $\text{Productivity} = \text{Output} / \text{Input}$ . The size of the output can be expressed in the form of, among others: (a) the number of physical units of the product/service; (b) the rupiah value of the product/service; (c) added value; (d) number of jobs/work; (e) total gross profit. Meanwhile, the input size can be expressed in the form, among others: (a) the amount of time; (b) the number of workers; (c) total labor costs; (d) number of hours-people (man hours); number of machine hours. If the measure of production success is only seen from the output side, then productivity is viewed from two sides at once, namely the input and output sides. Thus, it can be said that productivity is related to the efficiency of using inputs in producing outputs (goods and/or services).

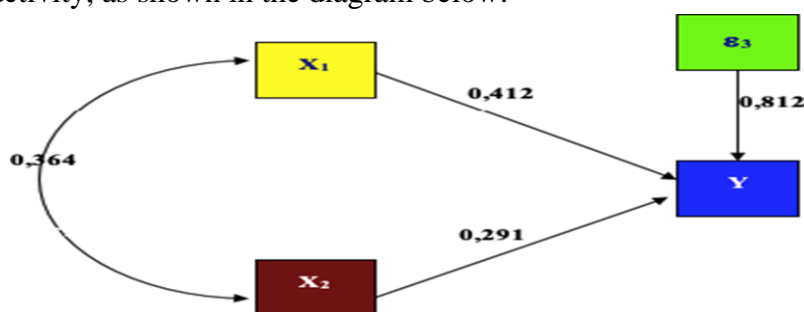
From the several definitions of productivity mentioned above, it can be concluded that: the meaning of productivity can be interpreted in various ways by each organization concerned, according to the needs of the organization / agency itself.

### RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 50 employees of ZAP CLINIC Jakarta Head Office who filled out a questionnaire and processed using a path analysis approach.

### FINDINGS AND DISCUSSION

The results of the study indicate that leadership and discipline have an effect on employee productivity, as shown in the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $3,243 > 1.68$ ). which means that leadership affects employee work productivity
2. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $2,287 > 1.68$ ). which means that, work discipline affects employee work productivity

Then for the simultaneous effect, it can be seen that leadership and discipline affect work productivity together by 34.1% of which 24.1% is dominated by the influence of leadership on work productivity, and 10% of the influence of discipline affects work productivity.

## **Discussion**

### **The results of the above study indicate that**

If management wants high work discipline, it must be able to create more conducive leadership together with increasing employee motivation. As stated by Robbins (2003:201), leadership style plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. Leaders set a good example, are well disciplined, honest, fair, and according to words with actions. With a good leadership example, the discipline of subordinates will also be good. If the leader's example is not good (less disciplined), the subordinates will also be less disciplined.

Leadership plays a very important role in determining employee discipline, because leaders are used as role models and role models by their subordinates. Leaders must set a good example, be well disciplined, honest, fair, and according to words with actions. With good leadership, the discipline of subordinates will also be good. If the leadership is not good (lack of discipline), the subordinates will be less disciplined. Leaders should not expect good discipline from their subordinates if they themselves lack discipline. Leaders must realize that their behavior will be imitated and imitated by their subordinates. This is what requires the leader to have good discipline so that his subordinates also have good discipline while work motivation can be used as a foundation for the organization to continue to stand and survive. As befits a building, a strong foundation and in accordance with the environment in which it stands, will be able to last for a long time. Likewise with organizations, with strong values and accepted by the environment, then the organization has a greater opportunity to be able to continue to exist and produce.

Leadership that is able to provide encouragement to employees if a leader is able to create or encourage employees to create skills that are higher than previous skills, employees are able to try to have tenacity in dealing with work, employees take into account time to plan future work, employees are able to try to do not waste time in dealing with work, employees are able to like choosing colleagues who are experts in dealing with work, and are able to make employees like incentives and work performance results achieved for their hard work, employees are able to like choosing work assignments to avoid things - things that are not desirable in carrying out their work, and are able to encourage employees to appreciate the recognition of others for their achievements at work.

If the leadership at the ZAP Clinic Headquarters Jakarta has been able to accommodate the leadership-subordinates, task structure, and position strength and has been able to create employee work motivation that is able to accommodate the high achievement motives of its employees, it will be able to improve discipline, so the goal of the ZAP Clinic Headquarters Jakarta will be reached. Discipline must be enforced in an organization. Without the support of good employee discipline, it is difficult for the organization to realize its goals. So discipline is the key to the success of an organization in achieving its goals.

## **CONCLUSION SUGGESTIONS**

### **Conclusions**

Starting from the discussion of the problem, the theoretical basis, analysis of empirical data, the results of hypothesis testing, then in the last chapter of this study, several conclusions will be put forward as follows:

1. The leadership of ZAP Clinic Jakarta Headquarters is generally good, but there are several things that need to be considered, namely the lack of smooth communication between employees and the leadership, a less conducive work atmosphere, less attention to the state of employees and the unclear task structure.
2. a. The discipline of employees at ZAP Clinic, Jakarta Headquarters is considered quite good, but discipline needs to be improved, namely punctuality of attendance, obedience in following SOPs, and responsibility for maintaining work infrastructure.  
b. Discipline affects employee work productivity, so the higher the employee discipline, the higher the work productivity.
3. Leadership and employee discipline jointly affect employee work productivity, but when viewed partially it turns out that leadership is more dominant in influencing employee work productivity than employee discipline.

### **Suggestions**

Based on the results of research and observations that have been carried out at ZAP Clinic, Jakarta Head Office, the authors would like to propose some suggestions that may be considered for organizations/institutions in carrying out service activities to the community as well as developing human resources in the future. These suggestions include:

1. Leadership that must be considered is attention to suggestions and opinions in setting policies, conducting deliberation when solving problems, smooth communication with subordinates, conducive working atmosphere, paying attention to the state of employees and clear task structures.
2. The elements of work discipline that must be improved by ZAP Clinic Jakarta Headquarters are punctuality of attendance, obedience in following SOPs, and responsibility for maintaining work infrastructure
3. Leadership is the first priority in the employee discipline improvement program within the ZAP Clinic, Jakarta Headquarters, namely daring to act to punish disciplinary employees and provide rewards for those who have the ability/achievement, so that work productivity will increase

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