

Analysis of the Role of Leadership and Work Discipline in Increasing Employee Productivity at the Nganjuk Regency Cooperative and Micro Enterprise Service

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Article Information		Abstract
Submission date	March 12 th 2025	<p>Research aim: This research aims to analyze the role of leadership and work discipline in increasing employee productivity at the Department of Cooperatives and Micro Enterprises and the extent to which leadership influences employee productivity</p> <p>Design/Method/Approach: This research uses a qualitative approach with descriptive research type. Data was collected through in-depth interviews and observations. The subjects of this research were leaders and employees who were selected to gain an in-depth understanding of the dynamics of leadership and work discipline.</p> <p>Research Findings: The findings of this research reveal that the role of leadership and work discipline have a significant impact on increasing employee productivity. Effective leadership is able to provide clear direction and motivation to employees, while high work discipline encourages employees to be more consistent and responsible in carrying out their duties.</p> <p>Theoretical contribution/Originality: The theoretical contribution of this research lies in developing an understanding of the relationship between leadership, work discipline and employee productivity. This research integrates leadership theory and work discipline within a SWOT analysis framework, which provides a new perspective. These findings contribute to the development of human resource management theory in the public sector, especially in increasing employee productivity.</p> <p>Practitioner/Policy implications: This research recommends that organizations prioritize leadership development programs and establish a clear work discipline framework. These findings are relevant for public institutions that aim to optimize employee workforce performance.</p> <p>Research limitation: The limitation of this research lies in its focus only on the Nganjuk Regency Cooperatives and Micro Enterprises Service, so the results cannot be fully generalized to other agencies. Future research can expand the object of study to other agencies to compare the influence of leadership and work discipline on employee productivity in various contexts.</p> <p>Keywords: Leadership, Work Discipline, productivity, SWOT, Employees.</p>
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1. Introduction

The Department of Cooperatives and Micro Enterprises normatively plays a role in supporting the implementation of national policies in the field of cooperatives and MSMEs, including increasing productivity, market access and operational efficiency of micro businesses (National Regulation Law No. 20 of 2008 concerning MSMEs). The Department of Cooperatives and Micro Enterprises is a regional government institution that has an important role in developing and strengthening the cooperative sector and micro enterprises in its region. The main task of this department is to facilitate and provide guidance to cooperatives and micro business actors so that they can develop optimally. This includes various efforts, such as providing skills training, facilitating access to capital, and increasing the institutional capacity of cooperatives and micro businesses. In this way, the Department of Cooperatives and Micro Enterprises plays a role in creating an ecosystem that supports local economic growth, while increasing the competitiveness of these sectors in facing various challenges, both at the national and global levels.

Discipline is a form of employee's sense of responsibility and obligation to obey the regulations that have been set [1]. Meanwhile, according to "Work discipline influences employee performance, the higher a person's work discipline, the higher their performance." [2]. Work discipline is one aspect that plays an important role in improving employee performance. Work discipline is a tool that managers use to communicate with employees that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. Egalitarian means that a leader is able to position himself as part of the common people. Egalitarian leadership style is much sought after by subordinates because the barrier between the leader and those being led does not seem to exist [3].

By giving trust to team members, leaders help build self-confidence and high work motivation. However, this leadership style also requires the leader to have good management skills, especially in harmonizing various ideas and ensuring that the decisions taken remain in line with the vision and goals of the organization. A successful leader is not only determined by his ability to make policies, but also by his ability to understand the character and potential of each individual under his leadership. One inspiring example is a service leader who has wise principles in dealing with the diversity of employee characters. Leadership style can also perfectly define the culture of an organization which can influence the behavior, character and values of each member. Leadership as a main aspect is not singular but is carried out collectively and correctively [4].

The Department of Cooperatives and Micro Enterprises, as a government institution that has strategic responsibility in developing cooperatives and micro enterprises, is faced with various challenges in increasing the productivity of its employees. The success of this agency depends not only on appropriate policies and adequate resources, but also on optimal employee performance. Productive employees will be able to make a greater contribution to

community economic empowerment, which is the main goal of the Department of Cooperatives and Micro Enterprises. Therefore, it is important to understand the role of various factors that influence productivity, including leadership and work discipline.

Effective leadership plays a key role in creating a conducive work atmosphere and motivating employees to achieve organizational goals. Leaders who have a clear vision, good communication skills, and skills in making the right decisions will be able to provide clear direction and motivate employees to work better. On the other hand, work discipline is also an important factor in creating high productivity. Employees who have good work discipline tend to be more organized, focused and have a high commitment to achieving targets set by the organization. Consistent discipline, both in terms of attendance, working time and performance, can increase operational efficiency and effectiveness in the Department of Cooperatives and Micro Enterprises. However, in practice, there are still challenges associated with implementing these two factors. Lack of leadership training for leaders, inconsistency in enforcing disciplinary rules, and lack of work motivation from some employees, are some of the obstacles that can reduce overall productivity. For this reason, it is important for the Department of Cooperatives and Micro Enterprises to understand more deeply how these leadership factors and work discipline can interact with each other and contribute to increasing employee productivity. Through a deep understanding of the relationship between the two, this agency can formulate policies and strategies that are more effective in improving employee performance, which will ultimately accelerate the achievement of the goal of community economic empowerment.

In this research, the SWOT analysis approach (Strengths, Weaknesses, Opportunities, Threats) is used to identify internal factors such as fluctuations in employee motivation, lack of comprehensive performance evaluation, and internal communication barriers and external factors such as competition with other agencies, changes in regulations, and economic instability which affects employee productivity at the Cooperatives and Micro Enterprises Service. Through the SWOT technique, a comprehensive picture will be obtained regarding the strengths and weaknesses in the existing aspects of leadership and work discipline, as well as opportunities and threats that may be faced in efforts to increase employee productivity at the District Cooperatives and Micro Enterprises Service Nganjuk.

The Department of Cooperatives and Micro Enterprises, as an institution that has a strategic role in empowering cooperatives and micro enterprises, requires employees who have high performance and optimal productivity. Therefore, it is important to analyze how the role of leadership and work discipline can interact with each other to increase employee productivity in this agency. This research aims to identify the influence of leadership and work discipline on increasing employee productivity, as well as understanding how these two factors can be optimized to achieve maximum results.

1.1. Statement of Problems

Employee productivity is the key to organizational success, but is often hampered by ineffective leadership and low work discipline. At the Nganjuk Regency Cooperatives and Micro Enterprises Service, these challenges affect employee performance, such as lack of motivation, non-compliance with rules, and low level of responsibility. Apart from that, internal obstacles such as fluctuations in employee motivation, lack of comprehensive performance evaluations, and internal communication barriers are also challenges. On the other hand, external factors such as competition with other agencies, changes in regulations, and economic instability worsen the situation. Therefore, it is necessary to carry out an analysis to understand the role of leadership and work discipline in increasing employee productivity in the Department of Cooperatives and Micro Enterprises.

1.2. Research Objectives

Based on the problems above, the aim of the research is to analyze the role of leadership and work discipline in increasing employee productivity in the Department of Cooperatives and Micro Enterprises and the extent to which leadership influences employee productivity. Apart from that, this research also aims to identify internal factors in the form of strengths (Strengths) and weaknesses (Weaknesses), and external factors in the form of opportunities (Opportunities) and threats (Threats) using techniques (SWOT) which can influence the implementation of leadership and work discipline in order to formulate appropriate strategies to increase employee productivity at the Nganjuk Regency Cooperatives and Micro Enterprises Service

2. Method

This research uses a qualitative approach with descriptive research type. By using a descriptive approach to provide an in-depth picture of the factors and relationships between leadership, work discipline and employee productivity. The subjects of this research were employee leaders at the Nganjuk Regency Cooperatives and Micro Enterprises Service, with key informants including the head of the department, as well as other employees selected using purposive sampling or snowball sampling techniques. Data was collected through in-depth interviews, observation and documentation. Interviews are conducted to explore perceptions and experiences related to leadership, work discipline, and their impact on productivity, while observation is used to observe daily activities in the work environment, and documentation involves collecting secondary data such as attendance reports, performance evaluations, and related internal policies.

Table 1. Characteristics of Informants

<u>No.</u>	<u>Name</u>	<u>Age</u>	<u>Information</u>
1.	Cuk Widiyanto	58	Head of the District Cooperatives and Micro Enterprises Service. Nganjuk
2.	Slamet Arifin Widodo	45	General and Personnel Sub-Division Head

The data analysis technique in this research uses the SWOT technique, where this technique aims to evaluate internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence employee productivity. By identifying strengths and weaknesses, the researcher can evaluate how leadership and work discipline are currently implemented, and what internal aspects support or hinder employee productivity. Meanwhile, analyzing opportunities and threats helps to understand external influences such as technological advancements, government policy changes, or economic challenges that may affect employee performance. This approach is relevant because it forms a solid foundation for developing practical strategies and recommendations to improve organizational effectiveness. In other words, SWOT analysis not only enables an objective assessment of the current situation but also supports the formulation of realistic and actionable solutions. With this technique, researchers can describe the overall organizational situation and develop strategies to increase productivity through optimizing leadership roles and work discipline. The technique for testing the validity of the data in this research uses source triangulation. Triangulation of sources to provide validity and strengthen analysis results. In this case, source triangulation is carried out by comparing data obtained from several sources, such as leaders, employees and official documents.

3. Results and Discussion

The leadership style applied by the leadership of the Cooperatives and Micro Enterprises Service is an egalitarian leadership style. An egalitarian leadership style is a leadership approach that emphasizes equality and collaboration between leaders and team members. In this style, the leader does not dominate the decision-making process, but rather provides space for all team members to express their ideas, opinions and input. Egalitarian leadership also focuses on empowering team members. Leaders encourage individuals to develop their abilities, provide autonomy in completing tasks, and provide guidance when needed. An

egalitarian leadership style is a leadership style in which a leader is able to position himself as a subject, not as an elite.

Work motivation is a necessary role for every organization, generally the work productivity of employees will be influenced by the productivity of the organization. Therefore, motivation becomes an incentive for employees to work and creates a sense of enthusiasm and satisfaction in carrying out their work well. An employee's work motivation can arise when the employee receives encouragement from the family environment, community environment or work environment, even motivation can also arise from oneself. It is important to know that work motivation is influenced by several factors, including the desire to fulfill needs, improve work performance and gain experience. There are many desires for oneself, especially those related to the lifestyle of someone who is motivated to want to have things like other people have. On the other hand, if employee work motivation is poor, it will affect productivity and have a negative impact on the company[5].

As a form of implementation, the leader assigns tasks according to the abilities and expertise of each employee. This approach aims to ensure each task is completed effectively without sacrificing employee comfort or potential. In this way, employees can work more optimally, feel appreciated, and are motivated to give their best. This principle also shows that character diversity is not an obstacle, but an asset that can enrich work dynamics. As long as employees continue to comply with work rules and ethics, this diversity can actually be a team strength in achieving organizational goals. Leaders understand that every employee has challenges, such as limited abilities, experience, or certain working conditions. Instead of seeing these obstacles as obstacles, leaders use them as a basis for encouraging positive change. With this approach, employees feel supported and motivated to overcome their obstacles. Apart from that, employees also learn that every challenge is part of the self-development process. By using obstacles as motivation, leaders not only help employees overcome problems, but also build a work culture that is resilient, proactive and full of fighting spirit. This approach shows that true leadership is about building the people around them to be better.

Table 2. Interview Results

No	Informant	Question	Answer
1.	I	Are there any major obstacles or threats that affect employee discipline?	Possibly things like competition with other agencies, regulatory changes from the government, economic challenges faced by

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| | | MSMEs. However, we treat those obstacles as motivation. If we make those issues bigger than they are, we won't move forward and there won't be any solutions, which would hinder future progress. |
| 2. | What are the strengths in leadership and work discipline that support increased employee productivity? | Things like teamwork, commitment among employees, and fairly adequate facilities. |
| 3. | What are the weaknesses in the work environment in this department? | If we use a wayang (puppet) analogy, not all of them are Werkudara, not all are Srikandi, not all are Arjuna—everyone has their own character, and we have to understand that. But still, everyone must follow the rules. The weakness is the lack of communication among employees. |
| 4. | What leadership style do you apply to increase employee productivity | My leadership style is egalitarian. We are open, we don't hide things. We're not rigid, not harsh, not egotistical. We make decisions together. |

5.		In your opinion, has the applied leadership and work discipline played a sufficient role in improving employee productivity?	We learn from past leadership experiences. We learn from previous leaders to not be arrogant or angry with employees. Civil servants already have their framework and rules, which must be followed. So far, we haven't imposed any disciplinary action or judged employees harshly.
6.	II	Are there any training or development programs in this department?	Yes, there are official trainings usually held by the personnel agency, such as leadership training and character building development.
7.		Are there opportunities that employees can take advantage of from the leadership style applied by the head of the department?	Opportunities such as external training and the advancement of technological facilities.
8.		Does the leadership style of the department head significantly influence employee productivity?	The head applies an open leadership style, which makes things easier for employees.

Internal and External Factors in the Nganjuk Regency Cooperative and Micro Enterprise Service

Internal Factors of the Nganjuk Regency Cooperatives and Micro Enterprises Service

a. Strength

1. According to department heads, strong leadership is an important foundation in encouraging employee productivity. Effective leaders have the ability to provide motivation, direction, and make strategic decisions that support the achievement of organizational goals. In addition, leaders with good communication skills are able to convey the vision, mission and goals of the organization clearly to all employees, thereby creating synergy within the work team.
2. A culture of good work discipline is the main force in ensuring employees work according to the time targets and standards set. Disciplinary policies that are applied consistently are able to encourage employees to maintain their work ethic, sense of responsibility and professionalism. This creates a structured and efficient work environment, which ultimately supports organizational productivity.
3. A high level of employee commitment to the organization is a significant force in increasing productivity. This commitment is reflected through good attendance, responsibility for tasks, and initiative in completing work without close supervision. With employees who have a high sense of dedication, agencies can maintain stable and sustainable performance.
4. Good teamwork is an important element in supporting organizational success. With solid collaboration between employees, various tasks can be completed more efficiently and effectively. Harmonious collaboration also makes it easier to solve problems, maximize individual potential, and increase the sense of togetherness among employees, which has a positive impact on work productivity.
5. Adequate work facilities are one of the main strengths that support employee productivity. With supporting tools and facilities, such as technological devices, a comfortable work space, and good access to information, employees can work optimally. Apart from that, internal training facilities also help improve employee skills and competencies, so that they are able to face work challenges better.

b. Weaknesses

1. The absence of a clear performance evaluation system is a major obstacle in employee development. Without a structured evaluation, it is difficult for organizations to identify areas that need improvement or reward employees who excel. This can make employees feel that their efforts are not appreciated, thereby reducing work motivation.
2. Communication that is not well organized can be a major obstacle in conveying important information or instructions. This can lead to miscommunication, slow down decision making, and lead to work that is redundant or inappropriate to the

organization's needs. This situation can also create a gap between management and employees.

3. Unequal application of disciplinary rules among employees creates the potential for dissatisfaction and a sense of injustice. For example, if certain employees are allowed to break the rules without consequences, this can weaken a structured work culture and reduce the motivation of other employees to comply with the rules.

External Factors of the Nganjuk Regency Cooperative and Micro Enterprise Service

a. Opportunities

1. The availability of external training organized by third parties provides opportunities for employees to improve their competencies and skills. By participating in these trainings, employees can develop new knowledge and skills that are relevant to job demands, so that overall organizational productivity can increase.
2. The rapid development of technology provides opportunities to increase work efficiency in organizations. By utilizing management software or digital applications, administrative processes and internal communications can be carried out more quickly and accurately, making it easier for employees to complete assigned tasks.
3. The existence of government policies that support the development of cooperatives and micro-enterprises provides great opportunities for agencies to increase employee productivity. Programs such as training, funding, or subsidies from the government can be used to strengthen organizational capacity. By following relevant regulations, the department can also expand its role in supporting the micro business sector.
4. The increasing public interest in cooperatives and micro-enterprises creates opportunities for agencies to provide broader and better quality services. With high demand, organizations can take advantage of this moment to introduce innovation in services and increase employee involvement in various local economic development programs.

a. Threats

1. Competition between government agencies that have similar roles, such as in the development of micro businesses or cooperatives, poses a threat to the Department of Cooperatives and Micro Enterprises. If other agencies offer more innovative or responsive services, this can reduce public trust in the agency. This competition also forces the department to continue to adapt so as not to be left behind.
2. Unexpected policy or regulatory changes can be a major obstacle for the department. For example, new regulations that limit budgets or increase

administrative burdens can slow down the implementation of work programs. Uncertainty in regulations can also create difficulties in long-term planning.

3. Instability in economic conditions, both at the local and national levels, can have an impact on the productivity of micro businesses and cooperatives which are the focus of the department's work. If the economy weakens, many micro-businesses will experience difficulties, causing the department's workload to increase. This situation can also affect the agency's ability to provide effective solutions for the community.
4. Employee resistance to innovation or changes in work systems poses a serious threat to productivity. Some employees may be comfortable with old work methods and reluctant to learn new skills, especially those involving technology. These obstacles can disrupt the organization's modernization process and cause it to lag behind other agencies.

Discussion of Internal and External Factor Analysis

- a. Strategy for SO (Strengths and Opportunities)
 1. The Department of Cooperatives and Micro Enterprises can use effective leadership power to utilize government policy support in developing cooperatives and micro enterprises. Leaders who have vision and good communication can motivate employees to take advantage of government programs that support the micro business sector, such as training, funding or other incentives. Leaders can also lead the development of projects that are in line with government policies to accelerate program implementation and achieve organizational goals.
 2. One opportunity that can be exploited is technological progress. The Department of Cooperatives and Micro Enterprises can strengthen the culture of work discipline by utilizing technology to increase efficiency and accuracy in work. For example, the use of task management applications or online training platforms can help employees work more structured and improve their competencies. Additionally, technology can support real-time monitoring of employee discipline, making it easier for managers to provide timely and relevant feedback.
 3. Good teamwork in the Department of Cooperatives and Micro Enterprises can be utilized to expand the opportunities available through external training. The Department can take advantage of training opportunities from external institutions to improve employee skills, especially in terms of cooperative management, entrepreneurship and information technology. By strengthening employee capabilities through external training, the Department can improve team performance, which leads to increased productivity and work effectiveness.
 4. High employee commitment can be used to improve services to cooperatives and micro-enterprises which are the focus of the Department. Employees who have a high sense of responsibility and dedication can be optimized to support the

development of cooperatives and micro businesses by providing better and more responsive services. The department can also take advantage of employee involvement in developing more innovative empowerment programs, which in turn will increase the department's contribution to the local economy.

5. The availability of adequate work facilities, such as training rooms and technological devices, can support the development of strategic partnerships with external parties. The Department of Cooperatives and Micro Enterprises can utilize partnerships with training institutions, universities or the private sector to introduce new programs that support microeconomic empowerment. In this way, existing facilities can be used optimally to increase collaboration and accelerate the achievement of economic empowerment goals.

b. Strategy for WO (Weaknesses and Opportunities)

1. Inconsistency in the application of work discipline is one of the weaknesses that can hamper employee productivity. One way to overcome this problem is to utilize technological advances, such as digital-based performance management systems or applications for monitoring attendance and assignments. With technology that allows more accurate and real-time monitoring, the department can ensure that disciplinary rules are consistently enforced, as well as provide faster and more precise feedback for employees who need improvement.
2. Fluctuations in work motivation are a weakness that is often faced by employees. To overcome this, the Department of Cooperatives and Micro Enterprises can take advantage of various government programs or policies that support the empowerment and improvement of employee welfare. For example, incentive or reward programs for employees who excel can motivate them to work better. Apart from that, government support in the form of training or career development can also increase employee enthusiasm and commitment to contribute more optimally to organizational goals.
3. The lack of an optimal performance evaluation system can be overcome by taking advantage of strategic partnership opportunities with training institutions or management consultants. Through this partnership, the Department of Cooperatives and Micro Enterprises can develop a more systematic and measurable performance evaluation system. Consultants or external agencies can help design a more comprehensive evaluation program, provide clear feedback, and design employee reward and development systems that are appropriate to their performance. This will help correct weaknesses in performance evaluation and increase employee productivity.
4. Weaknesses in internal communications can be overcome by taking advantage of opportunities for technological advances, such as the use of efficient digital communication platforms, for example instant messaging applications or intranet

systems. This technology will make it easier to convey information, speed up decision making, and reduce miscommunication between teams. In addition, the Department of Cooperatives and Micro Enterprises can also adopt online collaboration tools to facilitate teamwork, which will improve coordination between employees and overall team effectiveness.

c. Strategy for ST (Strengths and Threats)

1. The Department of Cooperatives and Micro Enterprises can use effective leadership power to face competition with other agencies that have a similar role in developing cooperatives and micro enterprises. Leaders who are visionary and have good communication skills can encourage employees to work more efficiently and innovatively, so that the Department can maintain its competitiveness. Leaders can also motivate the team to improve the quality of services to the community, introduce different programs, and accelerate the implementation of policies that can provide added value for cooperatives and micro businesses..
2. To overcome threats in the form of changes in government regulations that could affect the Department's operations, organizations can utilize the strength of the existing culture of work discipline. Employees who have high discipline will adapt more quickly to new regulations, carry out the policies implemented, and ensure that the changes are implemented well. Leaders can also direct employees to anticipate changes in regulations through training or providing appropriate information, so that employees can remain productive even if there are changes in applicable policies..
3. Economic instability that can affect the cooperative and micro-enterprise sectors can also be a big threat. To deal with this, the Department of Cooperatives and Micro Enterprises can utilize the power of solid teamwork and employee commitment to reduce the negative impact of the economic situation. With good collaboration between teams, employees can be more creative in finding alternative solutions, formulating more flexible policies, and providing more adaptive services for affected micro business actors. Collaboration between employees also allows for a more effective division of tasks in dealing with economic challenges.
4. The threat of intense competition and growing market demands can be overcome by utilizing existing strengths, such as trained human resources and adequate facilities. The Department of Cooperatives and Micro Enterprises can optimize employee training and experience to offer more innovative and quality services. In addition, utilizing existing facilities can increase operational effectiveness, such as providing space or platforms for cooperatives to access services or information that supports the sustainability of their business.

d. Strategy for WT (Weaknesses and Threats)

1. One weakness that can exacerbate threats such as economic instability is inconsistency in work discipline. To overcome this, the Department of Cooperatives and Micro Enterprises needs to strengthen the work discipline system, for example by implementing clear standard operating procedures (SOP) and using technology to monitor employee attendance and performance more effectively. With a more consistent and structured system, employees will be better prepared to face difficult economic situations, continue to work productively, and can reduce the negative impact of economic uncertainty.
2. Budget limitations pose a significant threat to organizations. However, weaknesses in communication and coordination between employees can exacerbate the impact of budget constraints. To overcome this, the Department of Cooperatives and Micro Enterprises needs to strengthen teamwork by improving internal communication and facilitating collaboration between employees. Through better collaboration, employees can work more efficiently with limited budgets, share resources, and optimize the use of existing budgets to achieve maximum results.
3. Weaknesses in a performance evaluation system that is less than optimal can exacerbate threats in the form of regulatory changes. To overcome this, the Department of Cooperatives and Micro Enterprises needs to strengthen the performance evaluation system by utilizing technology to monitor and assess employee performance more objectively and transparently. With a better evaluation system, employees will be clearer about their work expectations, and leaders can more easily identify areas that need improvement as applicable regulations or government policies change. This will help the organization remain flexible and responsive to changes as they occur.
4. Limited resources can be a major weakness in facing the threat of economic instability and competition with other agencies. To reduce the impact of this weakness, the Department of Cooperatives and Micro Enterprises must focus on managing resources more efficiently. This includes optimizing the use of technology to support administrative and operational activities, as well as ensuring that every employee has access to the right resources to carry out their duties effectively. Efficient resource management will help the Department survive amidst intense competition and keep the budget well managed even in difficult economic situations.

Table 2. SWOT Matrix

INTERNAL EXTERNAL	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Strong Leadership Role 2. Employee Commitment 3. Good Teamwork 4. Availability of Work Facilities 	<ol style="list-style-type: none"> 1. Lack of Performance Evaluation 2. Weak Internal Communication 3. Inconsistencies in the Application of Discipline
Opportunities (O)	Strategi S-O	Strategi W-O
<ol style="list-style-type: none"> 1. External Training for Employees 2. Technological Progress 3. Government Policy Support 4. High demand for cooperative and micro business services 	<ol style="list-style-type: none"> 1. Leverage strong leadership to take advantage of government policy support 2. Optimizing the culture of work discipline by utilizing technological advances 3. Strengthen team collaboration with external training 4. Using employee commitment to improve cooperative and micro business services 5. Integrate work facilities for strategic partnerships 	<ol style="list-style-type: none"> 1. Overcoming inconsistent work discipline by utilizing technological advances 2. Overcoming fluctuations in work motivation by utilizing government policy support 3. Improve performance evaluation by using strategic partnerships 4. Improve internal communication by utilizing technology
Threats (T)	Strategi S-T	Strategi W-T
<ol style="list-style-type: none"> 1. Competition with other agencies 2. Changes in Government Regulations 3. Economic Challenges 4. Resistance to Change 	<ol style="list-style-type: none"> 1. Utilize strong leadership to face competition with other agencies 2. Using high work discipline to overcome regulatory changes 3. Strengthen teamwork to face economic instability 4. Utilize existing resources to improve cooperative services 	<ol style="list-style-type: none"> 1. Improve the work discipline system to deal with economic instability 2. Increase collaboration between employees to face budget constraints 3. Strengthen the performance evaluation system to deal with changing regulations 4. Efficient resource management to overcome economic instability and competition

4. Conclusion

The conclusion of this study indicates that the role of leadership and work discipline has a significant influence on increasing employee productivity at the Department of Cooperatives and Micro Enterprises of Nganjuk Regency. A lack of performance evaluation, weak internal communication, and inconsistency in enforcing discipline can hinder organizational effectiveness. These issues may lead to decreased employee productivity, create ambiguity in task execution, and disrupt the achievement of common goals. Based on the SWOT analysis, it can be concluded that effective leadership is able to provide clear direction and motivation to employees, while high work discipline encourages employees to be more consistent and responsible in carrying out their duties.

Through a qualitative approach with the SWOT analysis method, this research succeeded in identifying internal and external factors that influence employee performance and revealed strategies that can be implemented to increase work effectiveness and efficiency. The novelty of this research lies in the integration of leadership theory and work discipline in the context of local government agencies, which has not previously been studied in depth. It is hoped that this research can make a significant contribution both in the development of human resource management science, especially in the government sector, and in managerial practice at the Nganjuk Regency Cooperatives and Micro Enterprises Service.

The limitation of this research lies in its limited scope to one government agency, namely the Nganjuk Regency Cooperatives and Micro Enterprises Service, so the results of this research may not be fully generalizable to other agencies with different characteristics. In addition, this research only relies on data obtained through in-depth interviews and observations, which can be influenced by the subjectivity of researchers and respondents. The limited number of informants also poses a challenge in obtaining a truly comprehensive picture of leadership and work discipline conditions within the agency. Since the data collected comes from only a few individuals, it may not fully represent the entire dynamics occurring within the organization. This study also did not utilize a quantitative approach or statistical data that could strengthen the findings objectively. The absence of quantitative data limits the ability to numerically measure the extent of the influence of leadership and work discipline on employee productivity. Furthermore, time constraints during the data collection process also affected the depth of information obtained. Some informants may not have had enough time to provide detailed or reflective answers, resulting in data that may be less than optimal. Future research can develop this study by expanding the research object to other government agencies to compare the influence of leadership and work discipline on employee productivity in various contexts.

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