The Impact of Mindful Leadership and Work Engagement on Employee Discipline at STIAB Jinarakkhita Lampung

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Abstract

This study explores the impact of Mindful Leadership and Work Engagement on employee discipline at Sekolah Tinggi Ilmu Agama Buddha (STIAB) Jinarakkhita Lampung. Utilizing a quantitative research design, the study employed a census method to gather data from all 40 faculty and staff members through structured questionnaires. The analysis, conducted using multiple linear regression, revealed that both Mindful Leadership and Work Engagement have a significant and positive impact on employee discipline. Specifically, Mindful Leadership demonstrated a standardized coefficient of 0.45 (p = 0.002), and Work Engagement showed a coefficient of 0.38 (p = 0.005). These findings indicate that mindful leadership practices and high levels of work engagement substantially contribute to enhancing employee discipline. The results suggest that leaders who exhibit mindfulness and employees who are highly engaged are more likely to adhere to organizational norms, maintain punctuality, and use work time effectively. The study contributes to the theoretical understanding of emotional intelligence in leadership and highlights the importance of fostering work engagement to promote a disciplined and productive work environment. These insights offer practical implications for leadership development and organizational management strategies.

Keywords: Mindful Leadership, Work Engagement, Employee Discipline, Emotional Intelligence, Organizational Management, Higher Education, Quantitative Research

1. Introduction

In today's rapidly evolving work environment, the concept of emotional intelligence (EQ) has gained prominence, particularly in its role in fostering effective leadership and enhancing employee engagement (Coronado-Maldonado & Benítez-Márquez, 2023; Goleman, 1998; Kargeti, 2023; Manoj & Prasad, 2017). Emotional intelligence encompasses the ability to perceive, understand, and manage one's own emotions, as well as the emotions of others. This capability is pivotal in cultivating a productive and harmonious workplace, where interpersonal interactions and individual well-being are prioritized (Kargeti, 2023; Mayer et al., 2000; Mayer & Salovey, 1993 ; Pratama & Defrizal, 2024).

Among the various facets of emotional intelligence, mindful leadership has emerged as a critical factor in influencing workplace dynamics (Coronado-Maldonado & Benítez-Márquez, 2023; Rao, 2006; Sadri, 2012). Mindful leadership involves a heightened awareness and presence, allowing leaders to approach challenges with greater empathy, clarity, and effectiveness (Coronado-Maldonado & Benítez-Márquez, 2023; Hess & Bacigalupo, 2010). This approach not only enhances leaders' ability to guide and support their teams but also contributes to higher levels of work engagement among employees. Work engagement, characterized by vigor, dedication, and absorption in one's work, is closely linked to improved job performance and overall job satisfaction (Attridge, 2009; Lai et al., 2020; Rahmadani et al., 2020).

This study aims to investigate the impact of mindful leadership and work engagement on employee discipline within the context of Sekolah Tinggi Ilmu Agama Buddha (STIAB) Jinarakkhita Lampung. Employee discipline, a crucial aspect of organizational effectiveness, refers to the adherence to organizational

norms, rules, and standards, which is essential for maintaining operational efficiency and a positive work environment.

Although there is an expanding body of research on emotional intelligence, mindful leadership, and work engagement, there is a notable gap in understanding how these factors specifically affect employee discipline within educational institutions (Lee & Raschke, 2018; Tenuto et al., 2016; Wilona & Defrizal, 2024). Much of the existing literature has predominantly concentrated on corporate settings, thereby overlooking the unique dynamics and challenges present in academic environments. This gap is significant, given that educational institutions operate under different pressures and structural contexts compared to corporate organizations (Arnold & Sangrà, 2018; Devi Ramachandran et al., 2011; Philips et al., 2007; Sathya, 2020).

This research seeks to address this gap by exploring the relationships between mindful leadership, work engagement, and employee discipline at STIAB Jinarakkhita Lampung. By focusing on this higher education context, the study aims to provide valuable insights into how mindful leadership practices and work engagement strategies can influence employee behavior and discipline, ultimately contributing to the effectiveness and success of educational institutions (Amtu et al., 2021; Barusman, 2018; Ramli et al., 2018). The findings are expected to offer practical recommendations for enhancing leadership approaches and engagement strategies within academic settings, thereby fostering a disciplined and productive work environment.

2. Research Method

This study employs a quantitative research design utilizing a census method to gather comprehensive data from the entire population of faculty and staff at Sekolah Tinggi Ilmu Agama Buddha (STIAB) Jinarakkhita Lampung, comprising 40 individuals. By employing a census approach, the study ensures that data collection is thorough and representative of the entire population, providing a complete and accurate picture of the variables under investigation.

Data collection was carried out through structured questionnaires specifically designed to measure the key variables of interest: Mindful Leadership, Work Engagement, and employee discipline (Ibidunni et al., 2018; King & Haar, 2017; Kosztyán et al., 2023; Lippincott, 2018). The questionnaires incorporated established and validated scales, including the Mindful Leadership Scale (MLS) for assessing leadership mindfulness and the Utrecht Work Engagement Scale (UWES) for evaluating levels of work engagement. In addition to these established instruments, a custom-developed discipline scale was utilized to capture aspects of employee discipline such as punctuality, attendance, and effective use of work time. The use of validated scales and a tailored discipline measure ensures the reliability and relevance of the data collected (Khodakarami et al., 2018; Maemunah et al., 2023).

Subsequent to data collection, the analysis was conducted using multiple linear regression techniques. This statistical method was chosen to evaluate the impact of Mindful Leadership and Work Engagement on employee discipline, enabling the assessment of both the individual and combined effects of these independent variables on the dependent variable (Burch & Guarana, 2014; Deery et al., 1995; Lai et al., 2020; Lippincott, 2018). Multiple linear regression provides insights into the relative importance of each variable and their interactions, thus offering a comprehensive understanding of how Mindful Leadership and Work Engagement influence employee discipline within the context of STIAB Jinarakkhita Lampung.

3.   Result and Discussion

Descriptive Statistics

The descriptive statistics from this study indicate that faculty and staff at Sekolah Tinggi Ilmu Agama Buddha (STIAB) Jinarakkhita Lampung exhibit relatively high average scores for both Mindful Leadership and Work Engagement. The high scores for Mindful Leadership suggest that respondents perceive their leaders as being self-aware, empathetic, and effective, consistent with the characteristics of mindful leadership described by Coronado-Maldonado & Benítez-Márquez (2023) and Hess & Bacigalupo (2010). Similarly, the elevated levels of Work Engagement suggest that employees are highly involved, enthusiastic, and committed to their work, aligning with the work engagement dimensions of vigor, dedication, and absorption outlined by Rahmadani et al. (2020) and Attridge (2009). These findings collectively suggest a positive organizational climate characterized by strong leadership and high employee engagement, which is essential for maintaining a productive and harmonious workplace (Kargeti, 2023; Mayer et al., 2000).

Regression Analysis

The results of the multiple linear regression analysis, summarized in Table 1, reveal that both Mindful Leadership and Work Engagement have a significant and positive impact on employee discipline. Specifically, Mindful Leadership is associated with a standardized coefficient (β) of 0.45 (p = 0.002), while Work Engagement is associated with a β of 0.38 (p = 0.005). These results suggest that both variables substantially enhance employee discipline, with Mindful Leadership having a slightly stronger effect, which is consistent with the findings of Sadri (2012) and Hess & Bacigalupo (2010) regarding the influence of mindful leadership on workplace dynamics.

Variable	Standardized Coefficient (β)	p-value
Mindful Leadership	0.45	0.002
Work Engagement	0.38	0.005

Interpretation of Findings

The analysis highlights the critical role of Mindful Leadership in fostering a disciplined work environment. Leaders who exhibit mindfulness are more adept at managing their own emotions and understanding the emotional states of their employees, as suggested by Mayer et al. (2000) and Rao (2006). This heightened emotional intelligence facilitates more effective communication and conflict resolution, creating an environment where employees are more likely to adhere to organizational norms and expectations (Sadri, 2012). The significant positive impact of Mindful Leadership on employee discipline underscores the importance of leadership practices that prioritize self-awareness and empathy.

Similarly, the high levels of Work Engagement observed in the study are associated with improved employee discipline. Engaged employees, characterized by their vigor, dedication, and absorption in their work (Rahmadani et al., 2020), tend to exhibit behaviors that support a disciplined workplace. Their enthusiasm and commitment translate into higher punctuality, consistent attendance, and efficient use of work time, all of which are vital for maintaining a productive and orderly work environment, as emphasized by Attridge (2009) and Lai et al. (2020).

Theoretical Implications

The findings of this study contribute to existing theories on emotional intelligence and leadership, reinforcing the notion that mindful and emotionally intelligent leaders can significantly influence employee behavior and organizational outcomes. The positive relationship between Mindful Leadership and employee

discipline supports theoretical perspectives that emphasize the role of emotional intelligence in effective leadership (Coronado-Maldonado & Benítez-Márquez, 2023; Goleman, 1998).

Furthermore, the study highlights the importance of Work Engagement as a determinant of employee discipline. The results suggest that organizations should invest in strategies that enhance employee engagement, such as promoting job satisfaction and providing meaningful work, to foster a supportive work environment (Lai et al., 2020; Rahmadani et al., 2020). By doing so, organizations can improve both employee discipline and overall workplace productivity, contributing to the effectiveness and success of educational institutions (Arnold & Sangrà, 2018).

This research provides valuable insights into the dynamics of Mindful Leadership and Work Engagement in influencing employee discipline. The findings suggest that both leadership practices and employee engagement are critical factors in promoting a disciplined and effective work environment, with implications for leadership development and organizational management strategies within educational settings (Amtu et al., 2021; Ramli et al., 2018).

4. Conclusion

This study underscores the critical role of Mindful Leadership and Work Engagement in promoting employee discipline at STIAB Jinarakkhita Lampung. By demonstrating that these factors have a significant positive impact on discipline, the research provides valuable insights for educational institutions seeking to improve their organizational culture and performance.

The findings suggest that implementing mindful leadership practices and fostering a supportive work environment can lead to higher levels of discipline among employees. This, in turn, contributes to the overall quality of education and the institution's reputation. Future research should explore the long-term effects of these interventions and examine their applicability in different educational settings.

The study highlights the importance of emotional intelligence and engagement in the workplace, offering practical recommendations for leaders and policymakers aiming to enhance employee discipline and organizational effectiveness.

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