

**THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, AND
LEADERSHIP STYLE ON THE EMPLOYEES PERFORMANCE OF THE
TANGGUL SUB-DISTRICT OFFICE OF JEMBER REGENCY****Devita Nahda Pranandari^{*1}, Ira Puspitasari², Tatit Diansari Reskiputri³**^{1,2,3}University of Muhammadiyah Jember

Jl. Karimata No. 49 Jember City, Indonesia

***Email:** devitapranandari@gmail.com**ABSTRACT**

The performance of Tanggul District office employees, Jember Regency can be seen from employee performance (individual) and organizational performance. However, in reality, it is still found to be related to employee performance in the Tanggul District. This research aims to determine the influence of discipline, motivation and leadership style on employee performance in Tanggul District, Jember Regency and whether the variables of discipline, motivation, and leadership style significantly affect employee performance in Tanggul District, Jember Regency. The sample in this research consisted of 43 employees. The type of research used is quantitative. The population of this research is all 43 employees of the Tanggul District Office, Jember Regency. The method for testing is to look at the influence of the independent and dependent variables using multiple linear regression in SPSS 20. The results of the partial T Test research show that discipline, work motivation and leadership style have a significant effect on employee performance.

Keywords: Discipline, Employee Performance, Motivation and Leadership Style.**INTRODUCTION**

Indonesian human resources continue to be pursued by the government through various programs, including through educational channels, both formal, non-formal and informal. Education Law Number 20 of 2003 states that all citizens of the Republic of Indonesia must improve the quality of education. If we are all fully aware of this obligation, the Indonesian nation and state's future progress is not just a dream anymore. Efforts to achieve national goals require civil servants who are full of loyalty and obedience to Pancasila and the 1945 Constitution, the state and government are united, have a good mentality, are authoritative, effective and effective, and of high quality, have a high awareness of their responsibilities as state apparatus, state servants, and public servants. One indication of the low quality of the Regional Civil Servants is the violation of discipline that is widely committed by Civil Servants. Effective and efficient employee performance creates only high work motivation but the work discipline factor also greatly influences. Self-discipline plays a huge role in achieving organizational goals. According to Mangkunegara. A. P., (2006), that the term employee performance comes from the word job performance or actual performance, which is for, work or actual performance achieved by someone in carrying out duties according to the responsibilities given. According to

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Hamali., (2018). Discipline is a growing force within the employee's body and causes employees to conform voluntarily to regulatory decisions and high values of work and behaviour. Leadership style is a pattern of behavior exhibited by the leader in influencing others (Sukrisno Agoes, 2009). Conversely, leadership styles that are not adjusted to the characteristics of employees and existing tasks, can encourage employees to feel less enthusiastic at work or even lose morale, causing employees not to be serious at work and attention that is not focused on work. The problem that occurred at the Jember Regency Embankment Subdistrict Office was the discipline of the low performance of employees of the Jember Regency Embankment Subdistrict Office was the large number of permitted employees due to illness during the Covid-19 pandemic. Every employee is required to have a disciplined attitude that is certainly very high, with examples of being present on time at the office, leaving the desk after office hours, and doing the tasks given to achieve predetermined targets. Employee performance motivation in the embankment glass office is of course also very important the communication of employee performance will increase, therefore the need for attention from company management to pay attention to employee motivation in the embankment sub- district of Jember Regency. If the thought of work motivation in employees will decrease performance and employees do not work according to company regulations and procedures it will result in losses in the sub-district. The problem of changing leaders or roles, and positions, where of course every leader has a different leadership style and each leadership style has a positive and negative impact on employee performance. Leaders in the Tanggul. Sub-District Office are still not optimal because the leadership rarely provides initiatives in the form of direction and guidance to employees so that they can work according to the vision and mission of the Tanggul Sub-District Office.

METHOD

In this study, there are several variables conducted by the study, namely X1 Work Discipline with indicators (Responsibility While Working, Attendance, Work Accuracy), X2 Work Motivation with indicators of Work Performance, Personal Responsibility, and Opportunities for Advancement), X3 leadership style with indicators (Decision Making Ability, Motivation, Communication, and Control of Subordinates) and Y employee performance with indicators (Punctuality, Ability of cooperation, thoroughness, understanding of tasks, responsibility, initiative and creative). In this study, the design used is in the form of a quantitative approach using surveys as a research method. In contrast, the technique in analysing this research uses multiple linear regression. This study used the population along with research samples with a total of 43 employees of the Tanggul sub-district office. Sampling techniques use census techniques with purposive sampling techniques and methods used in collecting data, namely interviews, questionnaires and observations.

RESULTS

Descriptive Statistics:

Based on the age category in this study, the majority of Tanggul sub-district office employees are dominated by 20-30 years old with a total of 18 employees or (41.9%), based on the gender of Tanggul sub-district office employees, dominated by females gender with a total of 23 or (53.5%). Meanwhile, based on the position category, Tanggul sub-district office employees are dominated by staff with a total of 35 employees (81.4%).

Validity Test:

Validity tests are commonly used to measure the extent of the accuracy and accuracy of a measuring instrument in carrying out its size function (Azwar, 1986). Ghazali (2009) states that the validity test is used to measure the validity or validity of a questionnaire. The majority of variable indicators of Discipline, Work Motivation, Leadership Style and Employee Performance have an R count > R table (or the value of sig. < alpha), which means that overall the question item is valid and can be used for the next stage of analysis.

Reliability Test:

According to Ghazali (2013) states that reliability is a tool for measuring a questionnaire that is an indicator of a variable or construct.

Table 1 Reliability Test

Variable	Number Of Items	Cronbach Alpha	Standard Value	Decision
X1- Work Discipline	3	0,827	0,6	Reliable
X2- Work Motivation	4	0,775	0,6	Reliable
X3- Leadership Style	5	0,833	0,6	Reliable
Y- Employee Performance	5	0,872	0,6	Reliable

Source: Processed Results (2024)

Table 1 above shows the results of reliability tests on research instruments. It can be seen that of the three variables studied in this study, overall has a Cronbach Alpha value of the variable > a standard value (0.6) which means that the variable already has a high-reliability value and can be used for further analysis.

Multiple Linear Regression Analysis

According to Sugiyono (2016) Multiple linear regression analysis intends to predict how the dependent variable will be when two or more independent variables as predictor factors are manipulated.

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Table 2 Multiple Linear Regression Analysis

Coefficients

	Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.	
1	(Constant)	4.943	1.787		2.766	.009
	Work Discipline	.529	.138	.427	3.823	.000
	Work Motivation	.335	.132	.300	2.534	.015
	Leadership Style	.213	.090	.267	2.355	.024

a. Dependent Variable: Employee Performance

Source: Processed Results (2024)

The multiple linear regression equation in this study is as follows:

$$Y = 4.943 + 0.529 (X1) + 0.335 (X2) + 0.213 (X3)$$

Information:

Y = Employee Performance

α = Constant

X1 = Work discipline X2 = Work motivation X3 = Leadership Style ϵ = residual error.

The multiple linear regression equation above can be interpreted as: A constant value of 4.943 indicates that assuming other factors outside the model are considered constant, the Employee Performance value would be fixed at 4.943 points if all independent variables in the model had zero values. With a labour discipline coefficient of 0.529, assuming that other factors outside the model are considered constant, employee performance scores will increase by 0.529 points for every 1-point increase in work discipline. Assuming other factors outside the model are considered constant, a work motivation coefficient of 0.335 means that for every 1-point increase in work motivation, the employee's performance value will increase by 0.335 points. With the Product Leadership Style coefficient is 0.213, which means that with every 1-point increase in Product Leadership Style, the Employee Performance value will increase by 0.213 points.

Normality Test

The normality test aims to test whether, in a regression model, disruptive or residual variables have a normal distribution (Sugiyono, 2017).

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Table 3 Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.14260071
Most Extreme Differences	Absolute	.125
	Positive	.061
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.089^c

- a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: Processed Results (2024)

Based on the normality test above, the significant assumed value is $0.089 > 0.05$, which indicates that the data has a normal distribution. This follows the statement that data is said to be normal if the result of the significant assumption is greater than the significance level value.

Multicollinearity Test

According to Sugiyono, (2021) The multicollinearity test aims to test whether the regression model found a correlation between independent variables.

Table 4 Multikoliniearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Discipline	.702	1.424
	Work Motivation	.622	1.607
	Leadership Style	.681	1.469

Source: Processed Results (2024)

After undergoing testing, the value of the model's multicollinearity indicator, tolerance shows that the value of > 0.1 and the value of VIF indicates a value of < 10 for each independent variable. The results show that the model shows no signs of multicollinearity between independent variables, so it can be used for further analysis.

Heteroscedasticity Test

According to Kusmana (2019), the heteroscedasticity test is a test to find out the confounding variable (*error term*) It is better to have its elasticity under normal circumstances.

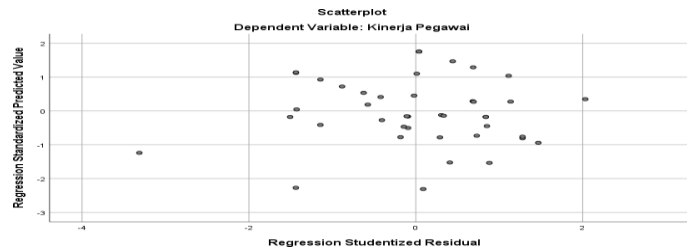


Image 1 Scatterplot Graphics Source: Processed Results (2024)

It is stated in the plot graph above that irregular spread points are located above and below the 0 axis on the Y axis, indicating that there is no particular pattern. Therefore, it can be concluded that the model that has been formed does not show symptoms of heteroscedasticity. In other words, the model can be used for advanced analysis because its error variance remains constant.

Test t (Partial)

According to Sugiyono (2012) Hypothesis testing is used to determine the effect of independent variables (*Independent Variable*) against the bound variable (*Dependent Variable*) to conclude how to overcome the problems that exist in the company. Test the hypothesis of this study using the t-test.

Table 5 T test

Model	Coefficients			T T-Tabel	Sig	Taraf Sig
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std.Err	Beta			
(Constant)	4.94	1.787		2.7	2.022	.
	3			66	69009	
Work Discipline	.529	.138	.427	3.8	2.022	.
				23	69000	0.05
Work Motivation	.335	.132	.300	2.5	2.022	.
				34	69015	0.05
Leadership Style	.213	.090	.267	2.3	2.022	.
				55	69024	0.05

a. Dependent Variable: Employee Performance

Source: Processed Results (2024)

$t = n \text{ (Total Sample Population)} - k \text{ (total variable X and Y)} = 43 - 4 = 39 \text{ (2.02269)}$

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Work discipline

By the analysis data, the results of the t-test (partial) show that the effect of work discipline (X1) on employee performance (Y) is a calculated t value of 3.823 > a table t value of 2.02269 and a significance value of $0.000 < 0.05$. This means that there is a significant influence of work discipline on employee performance.

Work motivation

By the analysis data, the results of the t-test (partial) show that the effect of work motivation (X2) on employee performance (Y) is a calculated t value of 2.534, a t value of > table of 2.02269 and a significance value of $0.015 < 0.05$. This means that there is a significant influence of work discipline on employee performance.

Leadership Style

By the analysis data, the results of the t-test (partial) show that the influence of leadership style (X3) on employee performance (Y) is a calculated t value of 2.355, a t value of table > 2.02269 and a significance value of $0.024 < 0.05$. This means that there is a significant influence of work discipline on employee performance.

Coefficient of Determination (R^2)

According to Ghozali (2018) The coefficient of determination (R^2) is a tool to measure how far the model can explain the variation of the dependent variable.

Table 6 Coefficient of determination

Model	R	R Square	Model Summary		Std. Error of the Estimate
			Adjusted R Square		
1	.812 ^a	.659	.633		2.223

a. Predictors: (Constant), Leadership Style, Work Discipline, Work Motivation

Source: Processed Results (2024)

The coefficient of determination of the model is 0.659, this indicates the number of variables that contribute to the formation of the value of the dependent variable. From this value, it can be concluded that leadership style, work discipline, and work motivation contribute 65.9% to the formation of embankment sub-district employee performance (Y). while the rest were other factors outside the model at 34.1%.

DISCUSSION

Explanation of Discussion 1

The results of the first hypothesis show that the results of research on the effect of discipline on employee performance have a significant partial effect on employee

performance, which means that discipline becomes a very important role because the more responsible it is when working, the work that has been targeted can be completed on time on employee performance. In research in the embankment sub-district, Jember Regency has high solidarity among employees and is meticulous when doing their work so that there is good work discipline, it is hoped that employees can be able to improve their work results to achieve a goal. Based on the T-test obtained a counting value of $3.823 > t$ value of the table of 2.02269 with a significant value of $0,000 < 0.05$. based on these results, the work discipline according to the questionnaire carried out by the official that the official has already executed the arrangements in the Tanggul district of Jember district and applied indicators of responsibility when working, absence or presence list and careful when doing his job. Work discipline according to questionnaires conducted by employees that employees have carried out the rules in the Tanggul District of Jember Regency and apply indicators of responsibility when working, attendance or attendance lists and are careful when doing their work. Results of research conducted by (Wahidi, 2021) in a study entitled "The Influence of Work Discipline, Work Motivation and Leadership Style on the Performance of Teachers of Smk Negeri 2 Kota Sungai Penuh" which said that the results of this study said that partially showed that discipline variables had a positive and significant effect on employee performance.

Explanation of Discussion 2

The results of the hypothesis show that the results of research on the effect of work motivation on employee performance have a significant partial effect on employee performance, which means that the more motivation in employee performance in Tanggul District, the more motivation can create satisfactory employee performance results for Tanggul District. In research in Tanggul District, Jember Regency, if employees have good motivation, it will also be beneficial for Tanggul District. Based on the results of the T-test can be known a count value of $2.534 > t$ table 2.02269 with a significant value of $0.015 < 0.05$. Work motivation according to questionnaires conducted by employees that employees have carried out the rules in the Tanggul District of Jember Regency and applied employee performance indicators, opportunities for advancement, high personal responsibility and challenging work. Results of research conducted by (Andi Rifai, 2022) entitled "The Influence of Organizational Culture, Work Motivation, and Leadership Style on the Performance of Secretariat Office Employees" which states that the results of this study say that it partially shows the variable Work motivation has a positive and significant effect on employee performance.

Explanation of Discussion 3

The results of the hypothesis show that the results of research on the influence of work leadership style on employee performance have a significant partial effect on employee performance, which means that the work leadership style on employee

performance in embankment sub-district, the more good leadership style can create satisfactory employee performance results for embankment sub-district. In research in Tanggul District, Jember Regency, if employees have a good leadership style, it will also be beneficial for Tanggul District. Based on the results of the T-test count value of $2,355 > t$ table 2.02269 with a significant value of $0.024 < 0.05$. Leadership style according to questionnaires conducted by employees that employees have carried out the rules in Tanggul District, Jember Regency and apply employee performance indicators, communication skills, decision making, emotional control and control of subordinates. Results of research conducted (Halim, 2020) entitled "The Influence of Leadership Style on Employee Performance at the Makassar City Education and Culture Office" state that the results of this study say that it partially shows that discipline variables have a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research and discussion of the influence of discipline, work motivation, and leadership style on employee performance, it can be concluded that In this case, the level of education in Tanggul District will certainly not be an excuse for not doing the duties that have been given to employees. Therefore, this is a challenge for the Tanggul District to maintain the level of employee performance or further improve the quality of employee levels to the maximum performance to achieve a target or goal desired by the sub-district. Employees who have a good attitude of discipline and communication will certainly greatly affect competitiveness in an agency. However, in this case, not all employees have high enthusiasm for doing the work that has been given. From observations made by researchers in observing discipline and communication, some employees still do not maximize their work, this will certainly hinder a company's performance to be able to achieve the desired target. Distrindo Bakti Wutama stated that leadership, motivation, workforce, and work environment have a positive and significant effect on performance, research conducted by (Halim, 2020).

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