

THE INFLUENCE OF DISCIPLINE AND LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT THE MANDAILING NATAL REGENCY AGRICULTURE SERVICE

Ihsan Nasution^{1*}, Fajar Pasaribu², Hazmanan Khair³

^{1,2,3}Universitas Muhammadiyah Sumatera Utara

Jl. Kapten Mukhtar Basri No. 3 Medan

*Email: iksannasution78@gmail.com

ABSTRACT

The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that intends to explain the causal relationship and influence between variables through hypothesis testing. The results of the research show that there is a significant influence between work discipline on performance, there is a significant influence between leadership on performance, there is a significant influence between work discipline on motivation, there is a significant influence between leadership on motivation, there is a significant influence between motivation on performance, work discipline influences performance through motivation as an intervening variable, leadership influences performance through motivation as an intervening variable at the Mandailing Natal District Agriculture Service.

Keywords: Discipline, Motivation, Leadership, Performance.

INTRODUCTION

To achieve organizational goals, the most important factor is human resources because HR involvement in the organization is implemented in the form of labor, employees. Employees as human resources in an organization are an important factor in increasing the productivity or progress of the organization. No matter how sophisticated an organization's facilities and infrastructure are, without being supported by the reliability of employees (HR), the organization will not be able to progress and develop because human resources act as a driving force for organizational life. Civil Servants (PNS) as the main element of human resources (HR) in the state apparatus have a role that determines the success of government administration and development. Employees must have qualities according to certain standards. Proof of quality according to certain standards guarantees that someone is said to be a worthy employee is the dedication and hard work shown by an employee towards the responsibilities given. The success of an organization is said to be good if the organization is able to produce optimal or good performance of its employees. Performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The following is employee absenteeism data at the Mandailing Natal District Agriculture Service:

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Table Employee Absence for 2021-2023

| Tahun | Jumlah Pegawai | Dinas luar kota | Total Tidak Masuk | | |
|-------|----------------|-----------------|-------------------|------|------|
| | | | Sakit | Cuti | Alpa |
| 2021 | 39 | 3 | 1 | 2 | 2 |
| 2022 | 39 | 4 | 0 | 0 | 9 |
| 2023 | 39 | 5 | 0 | 0 | 15 |

Source: Mandailing Natal District Agriculture Service

Based on interviews conducted by researchers with employees at the Mandailing Natal District Agriculture Service, it is known that the factors that influence the decline in employee performance include work discipline. Work discipline provides positive benefits for the organization, because with internal work discipline, employees can complete tasks in accordance with standard work rules and on time as determined. Employee indiscipline can disrupt work, resulting in many activities being hampered and affecting the performance of employees at the Mandailing Natal Regency Agriculture Service as a whole, so employees must be trained to have good work discipline, so that their performance will be higher. This is in accordance with the opinion of Hasibuan (2014: 193) "The better a person's work discipline, the higher the performance results that will be achieved. According to the research results of Tamarindang, et al. (2021:90) which states that work discipline has a significant effect on employee performance. Another survey result that has been carried out by researchers regarding the performance conditions of employees of the Mandailing Natal District Agriculture Service is that there are still employees who are not disciplined and arrive late beyond the stipulated time. Apart from that, there are still many employees who do not take part in the activities being held, of course as employees. Good people must participate in the agenda carried out within the scope of their work. This is in line with research conducted by Nataprawira, Lestari and Faiz (2019) showing that work discipline has a significant negative effect on employee performance. Good work discipline can be seen from the high level of awareness of employees in complying with and adhering to all applicable rules and regulations. Work discipline in an organization aims to ensure that all employees in the organization are willing to voluntarily obey and comply with all applicable rules and regulations without any coercion. A preliminary survey was conducted by researchers by conducting interviews with several employees within the Mandailing Natal District Agriculture Service who stated that there were several policies implemented by the head of the Department which were felt to have not been firm in making decisions, so what happened was that the implementation of achieving organizational goals was not optimal. So employees expect leaders to have leadership that is able to create a conducive working atmosphere for all employees. This is in line with research conducted by Setiawan (2021) which shows that leadership has a positive and significant effect on employee performance.

The results of the next survey showed that employees received less attention from the leadership so that employees lacked motivation at work, employees felt uncomfortable and unhappy with their work. If someone has low motivation they tend to show feelings of discomfort and dissatisfaction with their work. The greater the motivation an individual has

as an employee, the greater his performance at work can be. For this reason, the Mandailing Natal District Agriculture Service must be able to control its employees so that they can achieve the agency's goals. With the increasingly complex and numerous problems faced by the Mandailing Natal District Agriculture Service, which has the ability and expertise to provide services to the community. Various methods are taken to improve employee performance so that work effectiveness and efficiency can be achieved. One way to improve the quality and sense of responsibility of employees of the Mandailing Natal Regency Agriculture Service in providing legal services is by providing motivation to employees at the Mandailing Natal Regency Agriculture Service. If employees have been disciplined at work, it will directly impact their performance. Likewise, if employees have carried out the orders set by the leadership well, this will also make the employee good and have an impact on their performance. However, sometimes if work discipline has been implemented well and employees have carried out the orders set by the leadership well, there are times when employees need motivation to encourage them to work well, which will have an impact on the performance of these employees. This is in line with research conducted by Imanda, Tobing, Payanan (2021) which shows the results that work discipline and job satisfaction simultaneously have a significant effect on performance which is modified by motivation. This means that motivation also plays a role in forming employee work discipline and can help employees carry out leadership orders well, so motivation becomes an intervening variable in improving employee performance, this is in line with research conducted by Pradana, Setyanti, Endhiarto (2021) showing the results that leadership has a positive and significant effect on employee performance through work motivation. Motivation is a driving force for someone to get maximum results. Work motivation is a stimulus or stimulus for each employee to work and achieve the goals that have been set. With high motivation we will be more enthusiastic and passionate about work, but it cannot be denied the fact that many employees have low or declining motivation. A person's work motivation is of course different and also changing. There are people who work enthusiastically because they want additional income or a promotion, this is normal. Work motivation often goes up and down. Passion for work is not always at its maximum point. Sometimes a worker experiences a decrease in enthusiasm for work because of boredom or it could be because of something they are facing. Based on the description above, work discipline, leadership and motivation greatly influence employee performance, so researchers are interested in conducting research with the title "The Influence of Work Discipline, Leadership on Employee Performance through Motivation as an Intervening Variable at the Mandailing Natal Regency Agriculture Service".

METHOD

In a research activity, it is first necessary to determine the research method that will be used, because these are the steps that must be carried out in the research. Basically, a research method is a method that researchers can use to carry out research. According to Sugiyono (2018:2) the meaning of research methods is as follows: "Research methods are basically a scientific way to obtain data with certain purposes and uses." Based on the definition of research methods above, it can be concluded that conducting research requires relevant data to achieve the desired goals according to certain uses. The author intends to

collect historical data related to the problem to be researched and observe it carefully so that data will be obtained that supports the preparation of the author's report. The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that aims to explain the causal relationship and influence between variables through hypothesis testing.

DISCUSSION

The Effect of Work Discipline on Performance

In this analysis, it is a step one regression test, namely the direct influence of the independent variable on the dependent variable. Based on the table above Regression Coefficients 1 model 1, the analysis results obtained regarding the influence of Work Discipline (X1) on Performance (Y) seen from the significant alpha are $0.000 < 0.05$ then H_0 is rejected, then there is a significant influence between Work Discipline on Employee Performance at the Mandailing Natal Regency Agriculture Service. If employees carry out their work with discipline in the sense of following all the rules such as participation in the workplace, completing work, obedience to superiors, approval of superiors, awareness of work, responsibility and obligations.

The Influence of Leadership on Performance

In this analysis, it is a step one regression test, namely the direct influence of the independent variable on the dependent variable. Based on the table above Regression Coefficients 1 model 2, the analysis results obtained regarding the influence of Leadership (X2) on Performance (Y) seen from the significant alpha are $0.000 < 0.05$ then H_0 is rejected, then there is a significant influence between Leadership and Employee Performance at the Mandailing Natal District Agriculture Service. Leadership is a typical pattern of behavior of a leader when influencing group members to form leadership. If the leader is able to carry out his role well, it is very likely that he will be able to direct his employees well so that the organization can achieve its goals.

The Influence of Work Discipline on Motivation

Based on the table above Regression Coefficients 2, the analysis results obtained regarding the influence of Work Discipline (X1) on Motivation (Z) can be seen from the significant alpha which is $0.000 < 0.05$ then H_0 is rejected, then there is a significant influence between Work Discipline on employee work motivation at the Mandailing Natal District Agriculture Service. Motivation and work discipline are two different things, but both things are related to the implementation of a company's activities. Work motivation is very important in efforts to improve and enforce employee work discipline to achieve maximum work results. Motivation is a factor that encourages individuals to carry out certain activities and therefore motivation is often interpreted as a driving factor for individual behavior.

The Influence of Leadership on Motivation

Based on the table above Regression Coefficients 2, the analysis results obtained regarding the influence of Work Discipline (X2) on Motivation (Z) can be seen from the significant alpha which is $0.000 < 0.05$ then H_0 is rejected, then there is a significant influence between Leadership and employee work motivation at the Mandailing Natal District Agriculture Service. The art of motivating people begins with learning how to influence individual behavior. If you understand it, you will get the benefits desired by both the organization and its employees. Leaders must also be able to set a good example to their subordinates so that their subordinates are motivated. If the leader behaves well, of course employees will be inspired so that employees will follow the good attitude of their leader.

Effect of Motivation on Performance

Based on the table above, Regression Coefficients 1 in model 2, the analysis results obtained regarding the influence of Motivation (Z) on Performance (Y), seen from the significant alpha, are $0.000 < 0.05$ then H_0 is rejected, then there is a significant influence between Motivation on employee performance at the Mandailing Natal District Agriculture Service. This means that work motivation will be able to influence employee support for organizational changes carried out by an organization. This indicates that motivation does have an important role in performance. In the realm of work, work motivation is a measure of employee motivation to do their work. So the essence of self-motivation and leadership motivation is very important for employees to improve performance. The importance of motivation in a job is because motivation is a person's encouragement to do something towards the desired goal in particular and organizational goals in general.

The Influence of Work Discipline on Performance Through Motivation

Based on the table above Regression Coefficients 1 model 1, it can be seen that the significance value of the Work Discipline variable (X1) is 0.000 with the R Square coefficient of model 1 in the table above Model Summary Regression 1 is 44.5%. Meanwhile, in model 2, when the Motivation variable (Z) is entered as an intervening variable, the significance value of the Work Discipline variable (X1) is 0.011. The significance value changes and the R Square coefficient of model 2 increases to 61.3%. So from the description of these results it can be seen that Work Discipline (X1) influences Employee Performance (Y) through Work Motivation (Z) as an intervening variable at the Mandailing Natal District Agriculture Service, so it can be said that motivation can mediate the influence of work discipline on employee performance in Mandailing Natal District Agriculture Service.

The Influence of Leadership on Performance through Motivation

Based on the table above Regression Coefficients 1 model 1, it can be seen that the significance value of the Leadership variable (X2) is 0.000 with the R Square coefficient of model 1 in the table above Model Summary Regression 1 is 44.5%. Meanwhile, in model 2, when the Motivation variable (Z) is entered as an intervening variable, the significance value of the Leadership variable (X2) is 0.028. The significance value changes and the R Square coefficient of model 2 increases to 61.3%. So from the description of these results it can be

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seen that Leadership (X2) influences Employee Performance (Y) through Motivation (Z) as an intervening variable at the Mandailing Natal District Agriculture Service, so it can be said that motivation can mediate the influence of leadership on employee performance at the District Agriculture Service Mandailing Christmas.

CONCLUSION

There is a significant influence between Work Discipline on Employee Performance at the Mandailing Natal Regency Agriculture Service. There is a significant influence between Leadership on Employee Performance at the Mandailing Natal Regency Agriculture Service. There is a significant influence between Work Discipline on employee work motivation at the Mandailing Natal Regency Agriculture Service. There is a significant influence between leadership on employee work motivation at the Mandailing Natal Regency Agriculture Service. There is a significant influence between motivation and employee performance at the Mandailing Natal District Agriculture Service. Work Discipline (X1) influences Employee Performance (Y) through Work Motivation (Z) as an intervening variable at the Mandailing Natal Regency Agriculture Service. Leadership (X2) influences employee performance (Y) through motivation (Z) as an intervening variable at the Mandailing Natal District Agriculture Service.

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