

THE INFLUENCE OF MOTIVATION, WORK DISCIPLINE AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT THE REGIONAL FINANCIAL AND ASSET MANAGEMENT AGENCY OF MANDAILING NATAL REGENCY

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ABSTRACT

The aim is to develop and use mathematical models, theories or hypotheses related to the phenomena investigated by researchers. The data collection technique in this research used a questionnaire. The data analysis technique in this research uses Multiple Linear Regression, Classical Assumption Test, t Test and F Test, and Coefficient of Determination. Partially, work motivation has a significant effect on performance, work discipline has a significant effect on performance, leadership has a significant effect on employee performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. Simultaneously, work motivation, work discipline and leadership have a significant effect on employee performance at the Mandailing Natal Regency Regional Financial and Asset Management Agency.

Keywords: Motivation, Work Discipline, Leadership, Performance

INTRODUCTION

Human Resource Management is still an interesting topic to study because of the many benefits it offers. The benefits offered are not only for the organization but also for employees and the surrounding environment. One of the important assets in an organization is human resources. These human resources are employees. The existence of employees in an organization is important because they act as drivers and executors of the operational activities of an organization. Without employees, an organization will not be able to carry out operational activities by itself. To support sustainable regional government development, the performance of competent officials is needed. The service has the main task of assisting regional heads to carry out government affairs which are the authority of the region in the field of population control and family planning as well as assisting in the main tasks, namely formulating policies, implementing government affairs, monitoring the implementation of government affairs, carrying out service administration and carrying out other functions assigned by the regent. according to their duties and functions. Service performance is measured by the degree to which a person is successful in carrying out their work duties. Performance is a subject of its own problems, where performance is often directed as an index of something else, such as lessons and encouragement. Service performance as initiated through the spirit of decentralization and de-bureaucratization, in reality still shows

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a level that is not optimal. From the results of initial observations carried out by researchers regarding the problems faced by employees at the Regional Financial and Asset Management Agency of Mandailing Natal Regency, including the lack of attention from the leadership towards their employees so that indirectly the employees are not motivated to work well, apart from that the impact caused is also This affects the work discipline of employees who are not well directed, so that employees do not have good work discipline. The main factor that causes this to happen is because leaders do not have a leadership spirit that their employees can emulate so that employees can improve their performance.

One of the factors that influences employee performance is work motivation, which is an encouragement that makes a person act or behave in certain ways with the possibility of fulfilling personal goals or needs at work. In reality, even though motivation has been given in the form of allowances other than salary, the performance of employees at the Regional Financial and Asset Management Agency of Mandailing Natal Regency is considered to be less good because the low level of employee awareness means that providing motivation is not effective among employees. The leadership should be able to provide encouragement to employees, employees who are diligent must be given rewards and those who are lazy should be given sanctions, so that motivated employees indirectly get non-material motivation to improve their diligence at work. Based on previous research conducted by Futriani & Meuliza (2021), it is proven that leadership has a positive influence on work motivation. Hamzah's research (2020) also proved that leadership has a positive and significant influence on work motivation. This is different from research conducted by Indra Kharis (2021) which proves that leadership does not have a significant effect on work motivation, so increasing motivation will have an impact on employee performance. By providing work motivation to employees, it is hoped that these employees can be disciplined in their work, so that the implementation of work can be orderly and can show the level of seriousness of the work team in an organization. Disciplinary action requires punishment against employees who fail to meet specified standards. One of the conditions for discipline to develop in the work environment is to have a division of work among each employee, so that everyone knows what their tasks are, how to do them and when the work is started and finished. In carrying out their duties to achieve good performance, employees need discipline and motivation so that their work behavior can achieve organizational goals. Deni's research (2021) proves that discipline has a significant effect on employee performance. This is also confirmed by research by Tyas (2021) and Waroy (2020) which proves that work discipline partially has a significant effect on employee performance with a significance value of t of 0.000. Work discipline is not only useful for achieving organizational goals, but also for employees because work discipline can encourage employee enthusiasm and work enthusiasm. This is different from research conducted by Rakasiwi (2021) where the results prove that the performance of employees/ASN is not influenced by their work discipline.

Therefore, the phenomenon of problems faced at the Regional Financial and Asset Management Agency of Mandailing Natal Regency which is related to employee work discipline includes that there are still employees who are not disciplined in working hours, there are still employees who are late for work hours, and there are still employees who do not complete their work hours. work is in accordance with predetermined standards and times and there is still excessive use of free time during work time. These disciplinary

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problems greatly affect an employee's performance. Therefore, applying discipline to employees will be able to increase employee satisfaction at work. Apart from that, a factor that can influence employee performance is leadership which is the hope that the Regional Financial and Asset Management Agency of Mandailing Natal Regency can run well. Leaders have the responsibility to create conditions and incentives that motivate members to achieve the specified goals, so that It can have a positive impact on behavior, namely providing enthusiasm for work or a negative impact, namely pressure. A person's leadership greatly influences a person's ability to influence individuals or groups, so that subordinate behavior is in accordance with organizational goals, there must be a combination of motivation to fulfill their own needs and the organization's requests. In this case, leadership has a direct influence on employee performance. Research by Futriani & Meyliza (2021) states that leadership has a positive and significant influence on employee performance. Where the results of this research are supported by the results of research conducted by Tampi (2021). This is different from Indriyani's (2021) research, the results of which prove that employee performance is not significantly influenced by leadership. These results are supported by research by Indra Kharis (2015) which proves that leadership has no significant effect on employee performance. This is because leadership has not been directed at achieving employee performance productivity. It's just that not all of the instructions carried out by the leadership are effective. This is indicated by the fact that there are still several employees who do not work optimally in carrying out their duties as state civil servants.

The problem faced by the Regional Financial and Asset Management Agency of Mandailing Natal Regency is the high level of employee absenteeism over the last few months, as follows:

Table Recapitulation of Absences for Employees of the Mandailing Regency Regional Financial and Asset Management Agency for Natal 2023

Kriteria Absensi	Oktober	November	Desember
Sakit	2	3	5
Izin	3	4	6
Cuti	4	5	8
Alpha	8	10	13
Jumlah pegawai	42	42	42

Source: Data processed by researchers, 2024

The table above shows that the increase in employee absenteeism in the office increased from 8 people to 13 people, this shows an indication that there is a possibility that employee performance will decline slightly. Because one thing that can reduce performance is absenteeism, this can result in low performance for some employees at the Mandailing Natal Regency Regional Financial and Asset Management Agency. Apart from motivation and work discipline, another factor that can influence employee performance is leadership, which is a concept that is very close to success in achieving the goals of an organization. Leadership is the ability to use influence over others to achieve organizational goals or cooperative efforts. Leadership will greatly color, influence and even determine how an organization will achieve its goals. Leaders are people who know what to do, have abilities and strengths that exceed the abilities of other people, have skills, the ability to be

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introspective, the ability to invite, guide, facilitate others, motivate others. Performance improvement can be achieved well when employees at the Regional Financial and Asset Management Agency of Mandailing Natal Regency have good performance. The Mandailing Natal Regency Regional Financial and Asset Management Agency must always foster good and harmonious relationships with its employees by directing motivation by creating a good leadership style so that employees feel motivated to work harder so that the performance achieved is also high. Appropriate leadership needs to be applied to the Agency Regional Financial and Asset Management of Mandailing Natal Regency to provide direction to employees in accordance with the main duties or abilities inherent in the employee and to be able to provide a good role model at work. The Regional Financial and Asset Management Agency of Mandailing Natal Regency should provide appropriate awards to employees who excel, increase employee competency through developing and improving employee skills and individual abilities, provide legal protection guarantees to employees in relation to their duties, provide appropriate service rewards, providing certainty in the employee transfer system in order to create work comfort and harmony as well as respecting employee rights and obligations, so that employees feel cared for by the leadership. This is an interesting thing to use as research material, based on the problems mentioned above, the researcher tried to highlight it in this research with the title "The Influence of Work Motivation, Work Discipline and Leadership on Employee Performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency".

METHOD

In connection with the title stated, this research was carried out using a field research method using a survey, namely research that takes a number of samples from the population using a questionnaire as the main data collection tool. Meanwhile, the approach used is a quantitative approach, namely an approach using data analysis in numerical or numerical form. The aim is to develop and use mathematical models, theories or hypotheses related to the phenomena investigated by researchers.

DISCUSSION

The Influence of Work Motivation on Employee Performance

The resulting calculated t value for the work motivation variable is 1.530 with a sig of 0.012. Sig analysis results. 0.012 is smaller than 0.05, meaning that individually the work motivation variable has a significant effect on employee performance at the Mandailing Natal Regency Regional Financial and Asset Management Agency. This means that if employee work motivation can be carried out well, namely that employees are oriented towards work tasks/goals, it can play a role in influencing employees in improving employee performance, namely that the quality of employee work will increase. However, on the contrary, if employee work motivation is not carried out well, it will reduce the performance of employees at the Mandailing Natal Regency Regional Financial and Asset Management Agency. This research is not in line with research conducted by Kiruja and Mukuru (2021) showing that employee motivation has a positive effect on the performance of employees at Public Middle Level Technical Training Institutions in Kenya. Even though the results of this research directly show that Work Motivation does not have a significant effect on

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Employee Performance, indirectly, namely through Work Motivation Discipline, it has been proven to have a significant effect on the Performance of Social Service Employees, Anambas Islands Regency, Riau Islands Province.

The Influence of Work Discipline on Employee Performance

The resulting calculated t value for the work discipline variable is 3.380 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the work discipline variable has a significant effect on employee performance at the Mandailing Natal Regency Regional Financial and Asset Management Agency. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. This means that if employee work discipline can be carried out well, namely that employees have high responsibility for their work, they will be able to play a role in influencing employees in improving employee performance, namely that the quality of employee work will increase. However, on the contrary, if employee work discipline is not carried out well, it will reduce the performance of employees at the Mandailing Natal Regency Regional Financial and Asset Management Agency. The results of this research are in line with research conducted by Thaief, et.all. (2022) stated that high employee performance is based on high work discipline in planning, implementing and evaluating the employee's work. An increase in work motivation will certainly have an impact on improving employee performance. According to (Dian Martiana 2017) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at CV. Bumi Anugrah Mandiri Palembang" Case Study of Employees at CV. Bumi Anugrah Mandiri Palembang.

The Influence of Leadership on Employee Performance

The resulting calculated t value for the leadership variable is 3.380 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the leadership variable has a significant effect on employee performance at the Mandailing Natal Regency Regional Financial and Asset Management Agency. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. This means that if leadership can be carried out well, that is, it can give instructions to employees well, it will be able to play a role in influencing employees in improving employee performance, namely that the quality of employee work will increase. However, on the contrary, if leadership is carried out poorly, it will reduce the performance of employees at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. The results of this research are not in line with research conducted by Babatunde and Ikenga (2021) regarding the influence of leadership style on employee performance in an organization which also obtained significant results. The results of this research directly show that leadership does not have a significant effect on employee performance, because there are other factors that more dominantly influence employee performance, namely additional allowances. According to Rivai (2019), performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company.

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The Influence of Work Motivation, Work Discipline and Leadership on Employee Performance

Based on the table above, the calculated F value is 20,504 with F sig. 0.000 where F sig. 0.000 is smaller than 0.05 then H_0 is rejected. It can be interpreted that simultaneously work motivation (X1), work discipline (X2), leadership (X3) have a significant influence on employee performance (Y) at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. This test aims to determine the extent to which the independent variables used are able to explain the dependent variable. In this research, namely work motivation (X1), work discipline (X2), leadership (X3) are simultaneously related to the dependent variable, namely employee performance (Y) at the Mandailing Natal Regency Regional Financial and Asset Management Agency. This means that if work motivation, work discipline and leadership can be implemented well, they will be able to play a role in influencing employees to improve their performance. However, on the contrary, if work motivation, work discipline and leadership are not implemented well, it will reduce the performance of employees at the Mandailing Natal Regency Regional Financial and Asset Management Agency.

CONCLUSION

Work motivation has a significant effect on employee performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. Work discipline has a significant effect on employee performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. Leadership has a significant effect on employee performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency. Work Motivation, Work Discipline and Leadership have a significant effect on Employee Performance at the Regional Financial and Asset Management Agency of Mandailing Natal Regency.

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