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The Influence of Leadership, Motivation and Work Discipline on Employee Performance Directorate of Vocational High Schools, Ministry of Education and Culture Office

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Abstract: This study aims to determine the effect of leadership, motivation, and work discipline on employee performance at the Directorate of Vocational High Schools by using the SPSS test. The data analysis method in this study uses a quantitative approach with quantitative data processing techniques using multiple regression analysis. The data collection technique used was a questionnaire. The questionnaire was distributed to employees of the Directorate of Vocational High Schools. Measurement is done with Likert on a scale of one to five. The results of this study indicate that if from the t test it can be seen that the result of the t value is $2.402 > 2.0129$ or the Sig value of $0.020 < 0.05$, meaning that the leadership variable greatly affects the performance of employees of the Directorate of Vocational High Schools. Judging from the t test, it can be seen that the result of the t value is $2.177 > 2.0129$ or the Sig value of $0.035 < 0.05$, meaning that the motivation variable greatly affects the performance of employees of the Directorate of Vocational High Schools. Judging from the t test, it can be seen that the result of the t value is $2.408 > 2.0129$ or the Sig value of $0.020 < 0.05$, meaning that the motivation variable is very influential on the performance of employees of the Directorate of Vocational High Schools. Meanwhile, judging from the F test, it can be seen that the significance value of Leadership X1, Motivation X2, and Discipline X3 on employee performance Y is $0.000 < 0.05$ and F count $66.820 > 2.80$, it cannot be denied because H_0 is rejected, so it can be concluded that Leadership, Motivation and Discipline affect employee performance.

Keyword: leadership, motivation, and work discipline

INTRODUCTION

Leadership between one person and another is not the same. They have different leadership styles in leading their respective companies.

Leadership in an organisation is a decisive factor in the success of an organisation, because successful leadership shows that the management of an organisation has been carried out successfully as well.

In addition, providing motivation is very important in every company. Employees who have high work motivation will be able to encourage these employees to be more enthusiastic and can make a positive contribution to the work that has become their responsibility. Therefore, companies can encourage employees to have high motivation to achieve company goals. For this reason, the company can provide rewards to employees who meet the target. Not only rewards, the company can provide overtime pay, salary increases, allowances and job promotions.

In addition to leadership and motivation, the work discipline factor in employees also affects employee performance in achieving an organisational goal.

Efforts to achieve organizational goals certainly require employees who have a disciplined attitude at work. Work discipline can be seen as something that has great benefits, both for the benefit of the organisation and for employees. Discipline in essence is to foster awareness for workers to carry out their assigned tasks where its formation does not arise by itself, but must be formed through formal or non-formal education. The most basic thing in employee discipline is time management, in this case work attendance.

METHOD

An organisation or company if it wants to progress or develop is required to have quality employees. A quality employee is an employee whose performance can meet the targets or goals set by the company. To obtain employees who have good performance, it is necessary to implement performance. Performance measures can be seen in terms of quantity and quality in accordance with certain standards set by the organisation or company, the form can be tangible (can be determined by measuring instruments or standards) or intangible (cannot be determined by measuring instruments or standards), depending on the form and process of carrying out the work. The performance produced by employees in a company is determined by several factors and conditions that either come from within the employee or come from outside the individual employee. According to (Mangkunegara, 2017) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Basically, performance management is a process that is carried out in synergy between managers, individuals, and groups towards a job in the organisation. This process refers more to the principle of management by objectives than management by orders. The term performance comes from the word performance which means the result of work or work achievement.

Meanwhile, according (Edison, 2016, p. 176) "Performance is the result obtained by an organisation, both profit oriented and nonprofit oriented organisations produced over a period of time".

Definition of Leadership

Leadership in general is an ability contained within a person to be able to influence others or guide certain parties to achieve leadership goals is an ability or power within a person to lead and influence others in terms of work, where the goal is to achieve a predetermined target (goal). Leadership literally comes from the word pimpin. The word pimpin contains the meaning of directing, fostering or organising, guiding and also showing or influencing. Leaders have both physical and spiritual responsibilities for the success of the work activities of the led, so being a leader is not easy and not everyone will have the same in carrying out their leadership.

According to (Effendi, 2014, p. 183) "Leadership is an influencing activity with the ability to convince others to direct in the process of achieving predetermined organisational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behaviour of others in certain situations so that they are willing to work together to achieve predetermined goals.

Meanwhile, according to (Badeni, 2013, p. 2) leadership can be defined as a person's ability to influence a group towards achieving goals. For this reason, leadership requires the active use of abilities to influence others in realising predetermined organisational goals.

Work Motivation

Understanding Motivation Every employee has a different motivation to work well. A successful company operation to achieve a goal is determined by good leadership from a leader. A leader must provide a motivation to his employees. Motivation plays a very important role in a company. Therefore, motivation can be interpreted differently in each individual according to the place and circumstances of each individual.

Motivation can be interpreted as a drive that makes people work or take certain actions, the spirit of people acting towards one goal is motivation. All the behaviour that a person does in general is a result of the personal motivation that exists in that person. To clarify the meaning of motivation, the opinions of several experts will be quoted about the meaning of several motivations, among others:

(Mangkunegara, 2017, p. 81) states that "motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organisational goals".

Meanwhile, according to (Hasibuan, 2017, p. 111) "motivation is the provision of driving force that creates someone's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction". The word "motive" is defined as an effort that encourages someone to do something. Starting from the word "motive", motivation can be interpreted as a driving force that has become active. Motives become active at certain moments, especially when the need to achieve goals is felt / urgent.

Work Discipline

Discipline is the attitude, behaviour and actions in accordance with the company's rules, both written and unwritten. The rules in question include attendance, slow entry, and early return of employees. So this is an employee's indisciplinary attitude that needs to be addressed properly by management.

According to (Afandi, 2018, p. 12) Work discipline is a tool used by managers to change a behaviour and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline is a form of self-control from employees and regular implementation and shows the level of seriousness of the work team in an organisation, disciplinary action is used by the organisation to sanction violations of work rules or expectations while complaints are used by employees who feel their rights have been violated by the organisation.

Performance

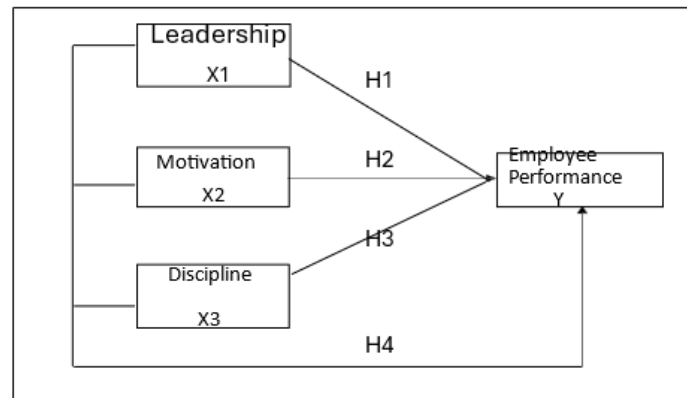
An organisation or company if it wants to progress or develop is required to have quality employees. Qualified employees are employees whose performance can meet the targets or goals set by the company. To get employees who have good performance, performance implementation is needed.

Performance measures can be seen in terms of quantity and quality in accordance with the standards set by the organisation or company. The form can be tangible (can be determined by measuring instruments or standards) or intangible (cannot be determined by measuring instruments or standards), depending on the form and process of carrying out the work. The performance produced by employees in a company is determined by several factors and conditions that either come from within the employee or come from outside the individual employee.

According to (Mangkunegara, 2017, p. 67) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the

responsibilities given to him. Basically, performance management is a process that is carried out in synergy between managers, individuals, and groups towards a job in the organisation. This process refers more to the principle of management by objectives than management by orders.

Thinking framework



Hypothesis

- H1:** It is suspected that Leadership affects Employee Performance at the Ministry of Education and Culture office
- H2:** It is suspected that Motivation affects Employee Performance at the Ministry of Education and Culture office
- H3:** It is suspected that Work Discipline has an effect on Performance in the Ministry of Education office
- H4:** It is suspected that Leadership, Motivation and Work Discipline have an effect on Performance at the Ministry of Education office.

Methodology and Discussion

Reliability Test

A variable is said to be reliable if it provides a Cronbach's Alpha coefficient value > 0.60 . Meanwhile, if the value received is below 0.60, it can be said that the variable is not reliable.

Uji Reliabilitas Instrument Variable

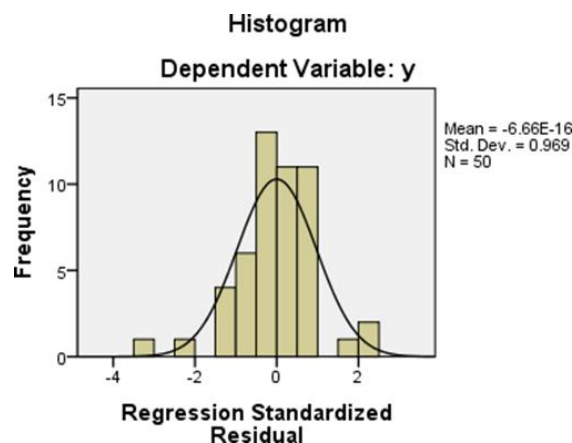
No	Variabel	Cornbach's Alpha	Cornbach Alpha Standard	Description
1	Leadership (X1)	0,879	0,60	Reliable
2	Motivasi (X2)	0,882	0,60	Reliable
3	Discipline (X3)	0,771	0,60	Reliable
4	Performance (Y)	0,789	0,60	Reliable

The results of the leadership, motivation, discipline and performance reliability tests show the Cronbach's Alpha value > 0.60 , so it can be concluded that all variable instruments meet the reliability requirements.

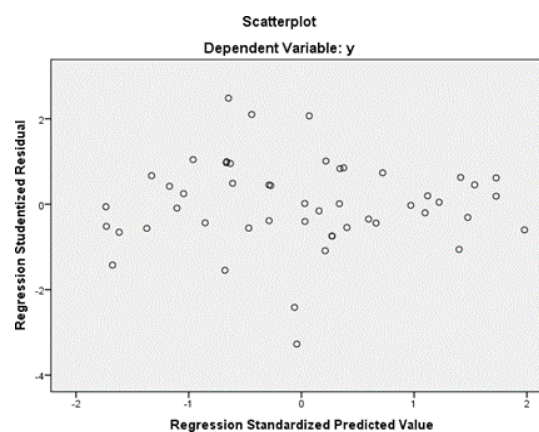
Normality test

The normality test aims to test whether in the regression model, the independent variables and related variables are both normally distributed or not. The normality of the data in the study

was seen by paying attention to the points on the P-pot regression standardised residuals of related variables.



Heteroscedasticity test



Seen in the picture above, the data (points) shows that there is no heteroscedasticity, because the data (points) do not form a certain pattern.

Multicollinearity Test

The multicollinearity test aims to ascertain whether there is a correlation between the independent variables in the regression model. This test can be done in 2 ways, namely:

1. If tolerance > 0.10 and VIF value < 10 then there are no symptoms of multicollinearity,
2. if tolerance < 0.10 and VIF value > 10 then there are symptoms of multicollinearity

Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
1 (Constant)	1.113	3.409		.745		
x1	.201	.084	.256	.020	.650	1.539
x2	.218	.100	.305	.035	.377	2.650
x3	.412	.171	.372	.020	.310	3.229

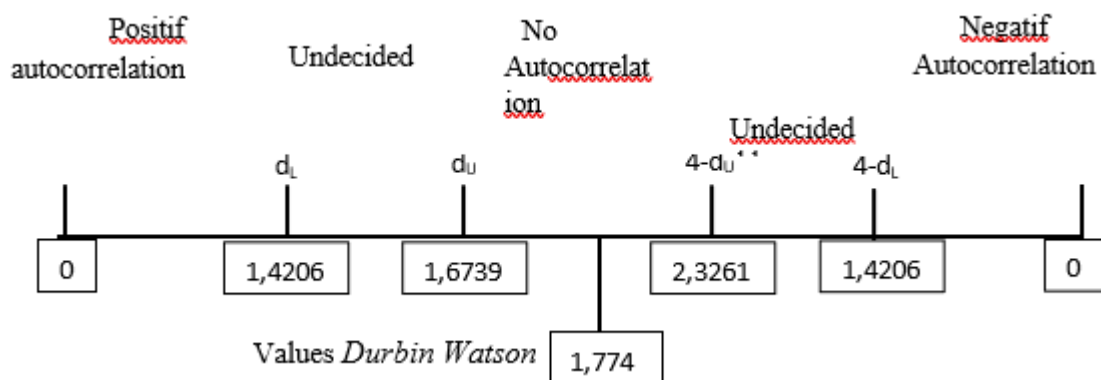
Multicollinearity test, it can be seen that the magnitude of the VIF value < 10 and the tolerance value > 0.1 . It can be stimulated that the two variables do not show multicollinearity.

Autocorrelation Test Results

Model	Durbin-Watson
1	1,774

From the output above, it can be seen that the DW value is 1.774. And from the volume of data ($n = 50$) and the number of independent variables ($k = 3$) in the DW table with a significance of 0.05, the value of $dL = 1.4206$ and $dU = 1.6739$ is obtained, while $4-dL = 2.5794$ and $4-dU = 2.3261$. So it can be concluded

N	DW	dL	dU	4-dL	4-dU
50	1,774	1,4206	1,6739	2,5794	2,3261



It can be concluded that there are no symptoms of autocorrelation in this study proving $dU (1.6739) < DW (1.774) < 4-dU (2.3261)$, that the $DW = 1.774$ value is in the area between dU and $4-dU$, that is, there is no autocorrelation.

Partial Test (t Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.113	3.409		.327	.745
	x1	.201	.084	.256	2.402	.020
	x2	.218	.100	.305	2.177	.035
	x3	.412	.171	.372	2.408	.020

t value > t table $2.402 > 2.01290$ significant value < 0.05 , namely $0.020 < 0.05$

Then there is an influence between variable X1 on Y, or in other words H0 is rejected and Ha is accepted. state: the value of t count > t table $2.408 > 2.01290$ significant value < 0.05 , namely $0.020 < 0.05$

Then there is an influence between variable X3 on Y, or in other words H0 is rejected and Ha is accepted.

Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Square	df	Mean Squar e	F	Sig.
1	Regression	16697628975.206	2	8348814487.603	66.820	.000 ^b
	Residual	1624285028.171	13	124945002.167		
	Total	18321914003.377	15			

F table can be seen in the 0.05 significance table, F table = F (k, n-k) F = (3, 50-3) = (3, 46) = 2.80. Then the result of the F table is 2.80 - the value of F count > F table $66,820 > 2.80$ significance value < 0.05 which is $0.000 < 0.05$

Thus it can be concluded that H0 is rejected and Ha is accepted with the F test, namely leadership, motivation, discipline simultaneously have a significant effect on employee performance (Y).

Discussion This study examines the effect that leadership (X1), motivation (X2) and discipline (X3) have on employee performance (Y). Based on the results of the tests that have been carried out, the following discussion is obtained: The effect of leadership on employee performance Based on the results of hypothesis testing (H1) it has been found that there is an influence between leadership on employee performance. From the results of the calculation in the t test, the significant value for the influence of the leadership variable on the performance variable is $0.020 < 0.05$ with a calculated t value of $2.402 > 2.0129$ t table, so it can be concluded that H1 is accepted, which means that there is a significant X1 on Y. The results of the study prove that leadership has a positive effect on employee performance, meaning that employee performance at the Directorate of Vocational High Schools is very good and this cannot be separated without leadership on the streets. As we know leadership is one of the key factors in the successful performance of employees. It can be imagined that if employees are led by bad leadership, their performance will go down. On the other hand, if the leader has good leadership, it will affect the performance of employees so that they can achieve common goals, for example, the leader always holds regular meetings with each employee, the leader always provides direction and assistance to each employee, the leader pays attention to employees, the leader assigns tasks according to the ability of employees. This is supported by previous research, (HuddinNurhuala, 2019) with the title 'The Effect of Leadership and Work Discipline on the performance of employees of PT Krakatau Bandar Samudra' which in this study states that leadership has a significant effect on Employee Performance.

The effect of motivation on employee performance

Based on the results of hypothesis testing (H2), it has been found that there is an influence between motivation on employee performance.

From the results of the calculation in the t test, the significant value for the effect of the independent variable motivation on the employee performance variable is $0.035 < 0.05$ with a calculated t value of $2.177 > 2.0129$ t table, so it can be concluded that H1 is accepted which means there is a significant X2 on Y. then from the results of testing this research statistically proves that the effect of motivation on employee performance is positive at the Directorate of Vocational High Schools.

Motivation is one of the most important factors in increasing employee productivity. Good motivation is a reflection of the high work productivity of employees who have more motivation to work, of course, it will also affect their work productivity, for example, the leadership always motivates each employee so that the work done is maximised, the leadership also provides a sense of security to employees, the leadership provides enthusiasm in order to improve employee performance.

The results of this study are supported by previous research, namely (Syamsuddin, 2014) with the title "the influence of Motivation and Work Experience on the Work productivity of employees of PT Suzuki Diana Motor Branch" which in his research stated that Motivation has a significant effect on Employee Work Productivity.

The effect of discipline on employee performance

Based on the results of hypothesis testing (H3) it has been found that there is an influence between discipline on employee performance.

From the results of the calculation in the t test, the significant value for the effect of the independent variable discipline on the employee performance variable is $0.020 < 0.05$ with a calculated t value of $2.408 > 2.0129$ t table, so it can be concluded that H1 is accepted which means there is a significant X2 on Y. then from the results of testing this research statistically proves that the effect of discipline on employee performance is positive at the Directorate of Vocational High Schools.

Discipline is an important factor for good or bad employee performance in carrying out tasks and regulations that apply in the agency. If work discipline is well maintained, the results of employee performance will be satisfactory, on the other hand, if work discipline is bad, the performance results will also be bad, for example, the leader always comes on time, quality and quantity in the work done such as always producing a job according to predetermined standards, always dressing according to existing rules, using rest time according to applicable rules.

This is supported by previous research, namely (HuddinNurhuala, 2019) with the title "The Effect of Leadership and Work Discipline on the performance of employees of PT Krakatau Bandar Samudra" which in this study states that leadership has a significant effect on Employee Performance.

Based on the results of the F test can be seen in the calculated F value of $66.820 > 2.80$ with a significant level of $0.000 < 0.05$ then H0 is rejected and Ha is accepted, with this it can be concluded that the leadership variables (X1), motivation (X2) and discipline (X3) together have a significant effect on employee performance. Thus, statistical testing proves that leadership, motivation and work discipline together have a positive and significant effect on employee performance.

Together have a positive and significant effect on employee performance. In other words, the model is feasible to use. According to the results of the respondents' questionnaires, they believe that improving leadership, motivation and discipline is very important and must be continuously improved and maintained.

The results of this study are supported by previous research, namely (HuddinNurhuala, 2019) Headar and Suandi putra syamsuddin (2014) "The Effect of Leadership and Work Discipline on the performance of employees of PT Krakatau Bandar Samudra".

Conclusion

From the results of the study there is a significant influence between leadership and employee performance as evidenced through the t test with a significant value of $0.020 < 0.05$ with a t value of $2.402 > 2.0129$.

From the results of the study there is a significant influence between motivation and employee performance as evidenced by the t test with a significant value of $0.035 < 0.05$ with a t value of $2.177 > 2.0129$.

From the results of research on the F test with the influence of leadership, motivation, and discipline have a significant effect on employee performance as evidenced by the F test where the value of F count $> F$ table of $66.820 > 2.80$ with a significant level of $0.000 < 0.05$.

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