



ANALYSIS OF THE EFFECT OF LEADERSHIP STYLES, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT FINANCIAL EDUCATION AND TRAINING AGENCY

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Abstract : *This study aims to analyze the effect of leadership styles, motivation, and work discipline on employee performance at Financial Education And Training Agency. The research methodology used is a quantitative method with cross-section data and primary data obtained from questionnaires. Mechanical sampling uses the purposive sampling method with the data in 2019. The data analysis technique used is multiple linear regression to test the validity, reliability test, the test model stability, linearity test, normality test, classic assumption test (test multicollinearity, heteroscedasticity test) and hypothesis testing t-statistic and f-statistic to examine the effect together with a significance level of 5%. The results of this study show that partial variables of motivation, work discipline, and leadership styles have a positive and significant on employee performance. Meanwhile, independent variables of motivation, work discipline, and leadership styles simultaneously together have a significant relationship to the dependent variables of employee performance. The coefficient of determination from this study showed 64.46% result. I show that the variation of the independent variables of motivation, work discipline, and leadership styles can explain the rise and fall of the dependent variable variation employees performance is 64.46% while the remaining of 35.54% is affected by other independent variables.*

Keywords : *Leadership Styles, Motivation, Work Discipline, and Employee Performance*

INTRODUCTION

A company or organization has a goal to develop and progress by the goals set by the company so that it can compete with other companies. Therefore, companies need human resources who play a role in the success of the company. Human resources in organizations today are increasingly being considered in every activity, especially those directed to achieve goals. Human resources include all people who are in the organization, namely those who are involved in the operational activities of an organization starting from the lowest level to the very top level.

Although the levels are different, all elements of human resources have the same role in achieving organizational goals. Neglect of one part will hinder the achievement of organizational goals. Human resources in an organization have a very important role and

function for the creation of organizational goals. Hasibuan (2014) states that human resource management is:

"Science and art regulate the relationship and role of the workforce to be effective and efficient in helping the realization of company, employee, and community goals".

In achieving its goals, an organization needs human resources as system managers. For the system to be made to run well, of course in its management it must pay attention to important aspects such as work discipline, motivation, leadership, work environment, compensation, and other aspects. Quality human resources will help advance the organization as a forum for increasing work productivity. The strategic position to increase organizational productivity is employees.

Employees are the wealth of every company because their role will determine the success or failure of the company or organization in achieving its goals or targets. Employees are also the most important factor for a company or organization to carry out company activities, even the survival of the company is largely determined by employees. If the company can pay attention to and maintain its employees as one of the company's assets, then the obligations and rights of these employees can be fulfilled. One of the things that affect employee performance is work discipline. The discipline itself is one of several factors that affect employee performance. Because without work discipline, every activity that will be carried out will get unsatisfactory results and not as expected.

Therefore the company must be able to motivate employees so that their employees are encouraged to carry out their duties and can increase the overall productivity of the company. Motivation is an important factor in encouraging an employee to work. If someone is motivated, he will work harder, while those who have low motivation will behave the opposite way.

Performance in general is a description of the achievements achieved by an organization or company in its operational activities. Performance is an activity carried out by a person to get results in quality and quantity achieved by an employee to carry out his duties according to the responsibilities assigned to him. The performance of employees in a company or organization is also influenced by leadership. A leader or leader is a person who has subordinates or a person who controls the running of the organization. In leadership, there are perpetrators of elements, namely the existence of power, influence, strength, and the main responsibility for all activities carried out by subordinates.

Before being formed as the Financial Education and Training Agency, the first name was the Financial Education and Training Agency which was formed in 1974 through the Employee Performance of the President of the Republic of Indonesia number 44 of 1974 concerning the Principles of Departmental Organization. With the birth of this Financial Education and Training Agency for the Education and Training of Ministry of Finance employees, which was initially handled by each Directorate General, these tasks were transferred and delegated to the Financial Education and Training Agency so that the Directorate General could focus on their respective technical tasks. And then in 2001, the Financial Education and Training Agency changed its name to the Financial Education and Training Agency.

The Financial Education and Training Agency is one of the places where the center is for registering as a Candidate for Civil Servants because when they have registered the CPNS will be tested with various kinds of tests that apply to the company. After fulfilling the

regulations and the tests that are taken, they will be selected again and when they have been selected, they will be selected as Civil Servants at the Financial Education and Training Agency who will get a position according to their abilities.

When it is by the position he has obtained, he will get the class according to the last education he had. Therefore, when education increases, class, position, and basic salary also increase. When you become a Civil Servant, you will also get benefits according to the regulations from the government and existing laws. Such as basic salary, children's education money, health card, pension salary, and other benefits. If on Eid al-Fitr, the monthly salary will also get additional money for Eid al-Futri, and the money according to the basic salary is twice the base salary that you get each month. But if the day of retirement arrives, the base salary falls below the previous monthly salary.

The formulation of the problem in this study is as follows:

1. How does leadership style have an effect to employee performance at the Financial Education and Training Agency?
2. How does motivation have an effect to employee performance at the Financial Education and Training Agency?
3. How does work discipline have an effect to employee performance at the Financial Education and Training Agency??
4. How do motivation, work discipline, leadership style, and compensation have a stimulant effect on employee performance at the Financial Education and Training Agency?

LITERATURE REVIEW

1. Definition of Human Resource Management

According to Dr. AA Anwar Prabu Mangkunegara (2008) Human resource management is a planning, organization, implementation, and supervision of procurement, development, remuneration, integration, maintenance and separation of labor in order to achieve organizational goals.

2. Definition of Employee Performance

Dr. AA Anwar Prabu Mangkunegara (2008) The definition of performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities assigned to him

3. Factors affecting employee performance

According to Dr. AA Anwar Prabu Mangkunegara (2011) argues that there are two factors that affect performance achievement, namely:

a.) Ability

Humans basically have two abilities, namely potential abilities and real abilities. Real ability is a combination of knowledge (knowledge) and skills (skills).

b.) Motivation

Every employee or employee has in him motivation to work in achieving his goals. Motivation is an encouragement to carry out activities in order to obtain or

achieve goals. Motivation is formed from the attitude of an employee in dealing with work situations that move him in a directed way to achieve his work goals in order to achieve organizational goals.

4. Employee Performance Appraisal

According to A. A Anwar Prabu Mangkunegara (2008), employee performance appraisal is known as "performance rating, performance appraisal, performance assessment, employee evaluation, merit rating, efficiency rating, service rating." Employee performance appraisal is a process of employee performance appraisal which is carried out by company leaders systematically based on the work assigned to them

5. Definition of Motivation

Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and achieve predetermined goals. The meaning of motivation is an impulse caused by a need that moves and directs individual behavior in order to achieve certain goals and incentives.

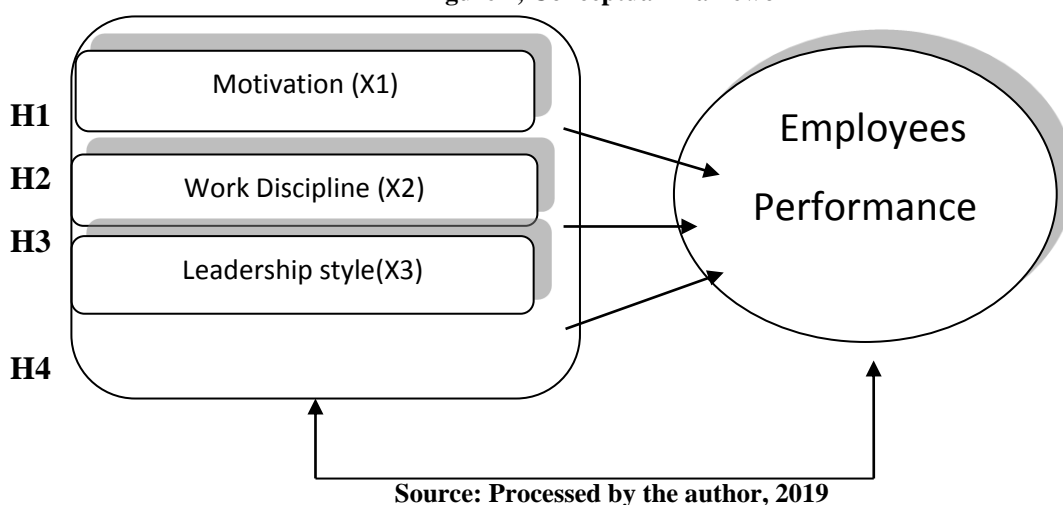
6. Definition of Work Discipline

According to A. A Anwar Prabu Mangkunegara (2008) in his book Keith Davis (1985-336) argues that "discipline is management action to enforce organization standards". Based on the opinion of Keth Davis, work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

7. Definition of Leadership Style

According to Dr. HM Anton Athoillah (2013) A leader or leader is a person who has subordinates or people who control the running of the organization. The leader is the subject or actor of the elements contained in leadership, namely the existence of power, influence, strength, and the main responsibility holder for all activities carried out by his subordinates. Although not all leaders have the same leadership spirit, reciprocally and functionally, the two concepts cannot be separated.

Figure 1, Conceptual Framework



RESEARCH METHODS

The population that becomes the object of this research is the Employee Section General Corporate Financial Education and Training Agency in Jakarta. According to Sugiyono (2014), a sample is a sample that is part of the population that is selected and represents that population. the sample is a portion of the population that is selected and represents that population. In determining the sample size, various statistical formulas can be used, so that the sample taken from the population meets the requirements of an acceptable level of confidence and a possible tolerable level of sample error. The sample of respondents used in this study is the performance of employees at the Financial Education and Training Agency. Data obtained by distributing questionnaires to employee performance. To determine the number of potential respondents who will be drawn samples, the sample calculation method will be used with the formula proposed by Slovin quoted in his book Yusuf (2014), using a confidence level value of 90% and α by 10%.

The total number of employees of the Financial Education and Training Agency in Jakarta is 874 employees..

Operational Definition of Variables

1. Employee performance
Work results in quality and quantity achieved by an employee in carrying out their duties following the responsibilities that have been given
2. Motivation
Encouragement is caused by a need that drives and directs individual behavior to achieve certain goals and incentives.
3. Work discipline
One's awareness and willingness to comply with all company regulations and applicable work discipline norms
4. Leadership style
The way a leader influences the behavior of subordinates so that they are willing to cooperate and work productively to achieve organizational goals.

Data analysis technique

This study uses multiple regression analysis, the following is the regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y	= Employee Performance
$\beta_0, \beta_1, \beta_2, \beta_3$	= Constants / Slope
X1	= Leadership Style
X2	= Motivation
X3	= Work Discipline
e	= Random error (error term)

FINDINGS AND DISCUSSION

Respondent Profile Characteristics

Respondents in this study are investors who are members of the Indonesian Stock House group. The following is a description of the identity of the research respondents consisting of gender, age, latest education, and place of residence. In table 1 the following is a description of the respondents:

Table 1, Respondent Description Test Results

NO	Respondent Description	amount	Percentage
1	Respondent Gender:		
	Men	95	71.1%
	Woman	39	28.9%
2.	Respondents Age:		
	<25 Years	39	28.9%
	26 - 35 Years	48	36.3%
	36 - 50 Years	32	23.7%
	> 50 Years	15	11.1%
3.	Last education:		
	Diploma	81	60.7%
	Bachelor degree	37	27.4%
	Postgraduate S-2	16	11.9%
4.	Residence :		
	Central Jakarta	2	1.5%
	East Jakarta	5	3.7%
	west Jakarta	8	5.9%
	North Jakarta	-	-
	South Jakarta	119	88.9%

Source: Primary data that is processed

Based on the table above. It is known that most of the respondents were male as many as 95 people (71.1%) and women as many as 39 people (28.9%). While the most respondents aged 26 - 35 years, namely 48 people (36.3%), between 36 to 50 years as many as 32 (23.7%) among those from > 50 years as many as 15 people (11.1%) and age <25 as many as 39 (28.9%). Most of the respondents with the most recent education level were at Diploma, namely 81 people (60.7%), while undergraduate level was 37 people (27.4%) and as many as 16 people (11.9%) for strata two.

The majority of respondents resided in South Jakarta as many as 86 people (88.9%), West Jakarta as many as 23 people (5.9%), East Jakarta as many as 16 people (3.7%), Central Jakarta as many as 9 people (1.5 %), and North Jakarta does not exist.

Data Quality Test Results

Validity Test Results

Tabel 2, Employee Performance

Validity test				
Employee performance				
	Q1	Q2	Q3	Q4
r count	0.7914	0.8589	0.7898	0.7923
r table	0.1697	0.1697	0.1697	0.1697
r hit > r table	Valid	Valid	Valid	Valid

Tabel 3, Motivation

Validity test			
Motivation			
	Q1	Q2	Q3
r count	0.5289	0.8256	0.7843
r table	0.1697	0.1697	0.1697
r hit > r table	Valid	Valid	Valid

Tabel 4, Work Discipline

Validity test			
Work Discipline			
	Q1	Q2	Q3
r count	0.7960	0.7568	0.8331
r table	0.1697	0.1697	0.1697
r hit > r table	Valid	Valid	Valid

Tabel 5, Leadership Style

Validity test			
Leadership Style			
	Q1	Q2	Q3
r count	0.7120	0.8106	0.7768
r table	0.1697	0.1697	0.1697
r hit > r table	Valid	Valid	Valid

Based on the table above, it explains that the variables of Motivation, Work Discipline, Leadership Style, and Employee Performance have valid criteria for each question item with a significance value less than 0.05. This means that all statement items used in this study are able to reveal something that is measured in the questionnaire and can be used to analyze research data.

From the Reability Test Result shows all statements from the instruments contained in the variables: Motivation, Work Discipline, Leadership Style, and Employee Performance in the questionnaire submitted to 100 (one hundred and six) respondents. The calculated r value is in the Cronbach Alpha coefficient > 0.80 - 1.00 so that it can be declared very reliable.

The results of the reliability calculation of the 5 (five) instruments contained in the variables: Motivation, Work Discipline, Leadership Style, appears to have a calculated r value greater than Cronbach's. So that the 5 instruments contained in the variables: Motivation, Work Discipline, Leadership Style, and Employee Performance in the questionnaire submitted, declared Very Reliable

Classical Assumption Test Results

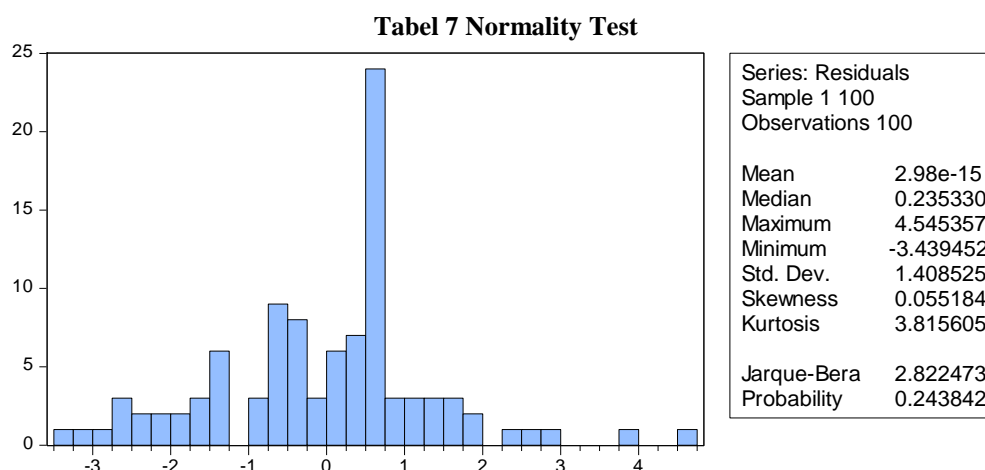
Tabel 6, Multicollinearity Test

	X1	X2	X3
Motivation	1,000000	0.713056	0.578855

Discipline	0.713056	1,000000	0.559943
Leadership Style	0.578855	0.559943	1,000000

Source: Results of data processing eviews 7, 2019

From table *Multicollinearity* results of the correlation coefficient test between the independent variables, there is no multicollinearity between the independent variables Motivation, Work Discipline, Leadership Style. Where the correlation value between the independent variables of Motivation, Work Discipline, and Leadership Style is below 0.85.



Source: Results of data processing eviews 7, 2019

From table 8 The results of the histogram test appear symmetrical and if a line is formed at each point it will form a bell pattern which indicates a normal distribution pattern, besides that, Jarque-Bera which was carried out using the eviews 7 program in this study resulted in a calculation of 2.822473 with a probability of 0.243842. When viewed based on the chi-squares value using $\alpha = 5\%$ and $df = 5$, then the chi-squares value is equal to 9,488 On the basis of taking employee performance as follows:

H0: Residual variables in the regression model used are normally distributed

H1: Residual variables in the regression model used are not normally distributed

Based on these results it appears that the statistical value of the Jarque - Bera test is JB (2.822473) < X² (9,488) or p-value(0.243842) > α (0.05), then the null hypothesis fails to be rejected, which means that the residuals of the research model are normally distributed so that the t test and the F test can be done to see the significance of the model.

HYPOTHESIS TEST RESULTS

Determination Coefficient Test

Tabel 8, Coefficient of Determination

R-squared	0.644667
Adjusted R-squared	0.633563

Source: Results of data processing eviews 7, 2019

From the results of these calculations, the effect of the independent variable on the dependent variable which can be explained by the model in this equation is 0.644667 or

64.46%. This shows that the variations of the variables of Motivation, Work Discipline, and Leadership Style can explain the variations in the ups/downs of Motivation, Work Discipline, and Leadership Style, together with the Employee Performance of 64.46%, while the remaining 35.54% is explained by other factors besides motivation, work discipline, and leadership style, were not included in this regression model.

Table 9, Hypothesis Test

Dependent Variable: Y

Method: Least Squares

Sample: 1 100

Included observations: 100

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	5.766007	1.279697	4.505758	0.0000
X1	0.490354	0.087384	5.611498	0.0000
X2	0.284530	0.089685	3.172568	0.0020
X3	0.152847	0.066510	2.298109	0.0237

Source: Results of data processing reviews 7, 2019

From these results the regression equation model obtained is:

$$Y \text{ (EMPLOYEE PERFORMANCE)} = 5.766007 + 0.490354 \text{ (LEADERSHIP STYLE)} + 0.284530 \text{ (MOTIVATION)} + 0.152847 \text{ (WORK DISCIPLINE)} + e$$

Hypothesis 1 Test Results: The Effect of Leadership Style to Employee Performance.

Based on the t statistical test, it is known that the two-sided t distribution table at df = (NK) or 100- 4 = 96 with $\alpha = 5\%$ obtained a t-table value of 1.98498. So it can be concluded that tcount (5.611498) > t table (1.984898), which means rejecting H0 and accepting H1. So that the third hypothesis that is proposed states that the leadership style has an influence in 2019, it can be accepted.

Hypothesis 2 Test Results: The Effect of Work Discipline to Employee Performance.

Based on the t statistical test noted that Two-sided t distribution table at df = (NK) or 100- 4 = 96 with $\alpha = 5\%$ obtained a t table value of 1.98498. So it can be concluded that t-count (2.298109) > t table (1.984898), which means rejecting H0 and accepting H1. So that the second hypothesis which is

filed stating that there is the influence of work discipline on Employee Performance 2019, acceptable.

Hypothesis 3 Test Results: The Effect of Motivation to Employee Performance.

Based on the t statistical test It is known that the two-sided t distribution table at df = (NK) or 100- 4 = 96 with $\alpha = 5\%$ obtained a t-table value of 1.98498. So it can be concluded that tcount (3.172568) > t-table (1.984898), which means rejecting H0 and accepting H1. So that the first hypothesis proposed states that there is Motivational influence on Employee Performance in 2019, acceptable.

Tabel 10, Hypothesis Test

F-statistic	58,05635
Prob (F-statistic)	0.000000

Source: Results of data processing reviews 7, 2019

From the results of these calculations, it can be seen that the results of the F test is 58.05635 with a probability of 0.000000.

Hypothesis 4 Test Results: Influence of Motivation, Work Discipline, and Leadership Style, on Employee Performance. It is known that based on the F-table with $df = 3.96$ with $\alpha = 5\%$, the F-table value is 2.70. So it can be concluded that F-count (58.05635) > F-table (2.70), which means rejecting H_0 and accepting H_1 . So that the fourth hypothesis proposed is that there is a joint influence on Motivation, Work Discipline and Leadership Style on the Performance of the Employees of the Education and Training Agency in 2019, acceptable.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the data that has been collected and tested with multiple regression analysis, the equation is

This study aims to obtain empirical evidence of the influence of the application of Motivation, Work Discipline, and Leadership Style on Employee Performance, so the following conclusions can be drawn: Motivation (X1) has a significant effect on Employee Performance, Work Discipline (X2) has an influence which is significant on employee performance, leadership style (X3) has a significant effect on employee performance. Motivation, Work Discipline, and Leadership Style simultaneously and significantly influence employee performance

Suggestion

After conducting this research, the researcher has several suggestions (1) This study illustrates that Motivation, Work Discipline, Leadership Style on Employee Performance as a guide to work operational standards which serve as role models for the regulations in the world of work at Employee Education and Training Agency for 2019 (2) For the Financial Education and Training Agency companies, this study illustrates that Motivation, Work Discipline, Leadership Style on employee performance as suggestions for developing new things to be even better in developing the company. (3) For future researchers, my research exam variables are still lacking in obtaining more accurate information, please add other variables.

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