

# The Effect of Work Motivation, Work Discipline and Leadership on Employee Performance at the Public Works, Spatial Planning and Land Office of South Solok Regency

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**Abstract-***This research aims to determine the effect of work motivation on employee performance at Public Works, Spatial Planning and Land Office of South Solok. The influence of work discipline on the performance of employees in the Public Works, Spatial and Land Office of South Solok Regency, Effect of Leadership on Employee Performance at the Department of Public Works, Spatial Planning and Land of South Solok and the influence of work motivation, work discipline and leadership on performance at the Department of Employment General, Spatial and Land Affairs of South Solok Regency. The sample used was 51 people against employees of the Public Works, Spatial and Land Office of South Solok Regency. The analysis used in this study is multiple linear regression which measures the effect of independent variables on the dependent variable. The results of this research indicate that motivation has a significant effect on the performance of employees of the Public Works, Spatial Planning and Land Office of South Solok, Work discipline does not have a significant effect on Performance at the Public Works, Spatial and Land Office of South Solok Regency, Leadership has a significant effect on employee performance Public Works, Spatial Planning and Land Office of South Solok Regency and Motivation, Work Discipline and Leadership influence the performance of employees of the Public Works, Spatial and Land Office of South Solok Regency.*

**Keywords-***work motivation; work discipline; leadership; employee performance*

## 1. INTRODUCTION

Business competition in various fields at this time is very strict. Competition is inseparable from all the elements of the needs of the human race that always develop every second. So reform is needed for a change that can answer all the challenges of the development of this globalization era. The era of globalization has many challenges that must be prepared and readily carried out by every human being to be able to improve themselves in improving Human Resources (HR). One of the key factors in the reform in creating quality and skilled human resources and highly competitive in global competition is through education.

To answer the problem, one of them is to improve education. Education plays a very important role in improving the quality of human resources. Quality human resources are expected to be able to compete in the midst of the era of globalization. The era of globalization brings new challenges that must be answered by education. Changes in the vision and strategy of education, in order to

prepare Indonesian people to be able to provide answers to global challenges and global opportunities have become a necessity.

Along with the demands for the world of education in responding to challenges in the era of globalization the government implemented the National Education System as regulated in Law No. 20 of 2003. The National Education System has a vision of the realization of an education system that is strong and authoritative to empower all Indonesians to develop into quality human beings so that they are able and proactive to respond to the challenges of an ever-changing era.

In 2018 the Department of Public Works, Spatial Planning and Land of South Solok Regency had 8 (eight) targets which were further broken down into 12 (twelve) programs with 41 (Forty-One) activities, of which a portion of these activities could be carried out, while the rest were experiencing problems. Based on the performance measurements obtained, the percentage of achievement of Physical Activity Performance is 95.00% and Financial Performance is 87.70%.

This study aims to determine the effect of work motivation on employee performance at the Department of Public Works, Spatial Planning and Land of South Solok. The Influence of Work Discipline on Employee Performance at the Department of Public Works, Spatial and Land of South Solok Regency, Effect of Leadership on Employee Performance at the Department of Public Works, Spatial and Land of South Solok Regency, and Effect of Work Motivation, Work-Discipline and Leadership on Service Performance Public Works, Spatial Planning and Land in South Solok Regency.

## **2. REVIEW OF LITERATURE**

### **2.1. Performance**

Etymologically, performance comes from the word work performance (performance). As stated by Mangkunegara (2005: 67) that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone), namely the work results in quality and quantity achieved by an employee in carrying out his duties in accordance given to him. The general performance is divided into two, namely individual performance and organizational performance. Individual performance is the work of employees both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with a group performance.

Thus performance management is a system that has a number of parts, all of which must be included if you expect or want this performance management system can provide added value for organizations, managers and employees Etymologically, performance comes from the word work performance (performance). The term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone), namely the work results in quality and quantity achieved by an employee in carrying out his duties in accordance given to him. The performance. Individual performance is the work of employees both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with a group performance. Thus performance management is a system that has a number of parts, all of which must be included if you expect or want this performance management system can provide added value for organizations, managers and employees.

According to Setiawan and Kartika (2014: 1477)[7] to measure performance can use the following indicators:

1. Accuracy in completing tasks is the management of time in work and also the accuracy of employees in completing work
2. Suitability of working hours is the willingness of employees to comply with company regulations relating to the accuracy of the time of entry/return to work and the number of attendance.

3. The level of attendance can be seen from the number of absences of employees in a company during certain periods.
4. Cooperation between employees is the ability of employees to work together with others in completing a specified task so as to achieve maximum usability and results.

### **2.2. Leadership Style**

Leadership Style is a complex and varied field of science. Some leadership experts agree in principle that leadership can be defined as an influencing process that occurs between the leader and his subordinates. Leadership has been widely studied in various contexts and theoretical foundations. In some ways, leadership is described as a process but most theories and research on leadership focus on a figure to get a better understanding.

Joseph C. Rost (Safaria, 2004) defines leadership as a mutually influential relationship between leaders and followers (subordinates) who want real change that reflects goals with them. Leadership involves a deep relationship of influence, which occurs between people who want significant change, and these changes reflect the goals shared by leaders and followers (subordinates). Influence (influence) in this case means the relationship between leaders and followers so that it is not something passive, but is a reciprocal relationship and without coercion.

Thus, leadership itself is a process that affects each other. The leader influences his subordinates and vice versa. The people involved in the relationship want a change so that leaders are expected to be able to create significant changes in the organization and not maintain the status quo. Furthermore, these changes are not something that the leader wants, but rather the purpose that is desired and shared This goal is something that is desired, expected, that must be achieved in the future so that this goal becomes the main motivation of the organization's vision and mission.

Leader style influences followers to achieve changes in the desired results together. Leadership is the activity of people, which occurs between people, and is not something that is done for people so that leadership involves followers.

Leadership style must be a measured success. The size used is effectiveness, thus the criteria for effectiveness need to be determined. There are various criteria for effectiveness, below are the criteria or dimensions of effectiveness according to Setiawan and Kartika (2014):

1. Productivity-efficiency

This aspect refers to behavior to pay attention to the quantity or volume of production with operating costs.

2. Cohesion

Behavioral aspects that reflect attention to staff morale, interpersonal relationships, work teams, and ownership.

3. Information management communication

The performance aspect of this organization is behavior that can accommodate accurate information quickly as an ingredient to complete subordinate tasks.

#### 4. Planning-goal setting

Behavior in connection with determining organizational goals, objectives and systematic planning for the future.

### 2.3. Work Motivation

Work Motivation is the result of a collection of internal and external forces that cause workers to choose the way to act accordingly and use certain behaviors. Ideally, this action will be directed towards achieving organizational goals (Sedarmayanti; 2009). Robbins and Judge, McShane and Von Glinow in Sedarmayanti (2009) provide a definition of motivation as a strength in people that influences voluntary direction (direction), intensity (intensity), and persistence. Motivated workers want to use a certain level of effort (intensity), for a certain amount of time (persistence), towards a particular goal (direction). Motivation is one of the four important drivers of individual behavior and performance.

According to Herzberg in Setiawan and Kartika (2014)[7] indicators of work motivation are:

Achievement (achievement), skills and abilities devoted by employees in facing the difficulties and challenges of work in order to achieve the expected work performance.

Recognition employees expect recognition from agencies and the work environment where employees work employees feel recognized and valued if they carry out job responsibilities properly and are rewarded according to the work they have achieved.

Responsibility (responsibility) responsibilities held by employees of the work given to them.

Challenging work employees who are challenged with the work given to them, so that employees are more optimal and optimal to use the abilities and skills they have to achieve their performance.

Advancement (progress), employees who have completed a good job and employees who excel for the agency can guarantee a higher advancing position (position), agencies are also expected to provide bonuses, benefits or rewards for good work performance.

### 2.4. Work Discipline

Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, the discipline is beneficial in educating employees to comply with and enjoy the rules, procedures, and policies that exist, so that they can produce a good performance.

According to Hasibuan (2006: 212)[2] discipline is an attitude, behavior, and actions of someone who is in accordance with company regulations both written and not. Then Mangkunegara (2005: 129) said that discipline is essentially the ability to control oneself in the form of not doing something that is inappropriate and contradictory. Discipline is also one of the important functions of human resource management and is the key to the realization of goals because without the discipline it is difficult to realize maximum goals (Sedarmayanti, 2009: 10). Through

discipline also arises the desire and awareness to obey organizational rules and social norms.

According to Hasibuan (2006)[2] indicators of work discipline are:

#### 1. Attitude

Mental and employee behavior that comes from awareness or willingness of himself in carrying out the duties and regulations of the company, consists of:

a. Attendance relates to the presence of employees at work for work

b. Able to use and use equipment properly

#### 2. Norm

Regulations about what is allowed and what should not be done by employees as long as in the company and as a reference in attitude, consisting of:

a) Complying with regulations is that employees consciously comply with company-determined regulations.

b) Follow the manner of work specified by the company

#### 3. Responsibility

Is the ability to carry out the duties and regulations in the company. Completing the work at the specified time the employee must be responsible for his work by completing the work at the specified time of the company.

### 2.5. Hypothesis

Based on the background exposure to the above problems, the hypotheses proposed in this study are as follows:

H.1. Work motivation influences employee performance at the Public Works, Spatial and Land Office of South Solok Regency.

H.2. Work discipline influences employee performance at the Public Works, Spatial and Land Office of South Solok Regency.

H.3. Leadership Style influences Employees at the Public Works, Spatial and Land Office of South Solok Regency.

H.4. Work motivation, Work-Discipline and Leadership Style simultaneously influence the performance of the Public Works, Spatial and Land Office of South Solok Regency.

## 3. METHODOLOGY

This research was conducted at the Department of Public Works, Spatial and Land of South Solok Regency, with the number of samples used, was 51 people for employees of the Public Works, Spatial and Land Office of Solok Regency who was determined by the Simple Random Sampling Method. The analysis used in this study is multiple linear regression which measures the effect of independent variables on the dependent variable.

### 3.1. Classic Assumption Test

Classic assumption test is a statistical requirement that must be fulfilled by multiple linear regression based on the ordinary least square (OLS). In addition, to obtain a good multiple linear regression model must meet the BLUE (Best Linear Unbiased Estimator) criteria. BLUE can be achieved if it meets classical assumptions. There are three main assumptions that must be fulfilled, namely

homoskedasticity, no multicollinearity, and no serial autocorrelation. In this study, all regression assumptions have been fulfilled and the regression equation has been BLUE (Best Linear Unbiased Estimator). Classic assumption test is a statistical requirement that must be fulfilled by multiple linear regression based on the ordinary least square (OLS). In addition, to obtain a good multiple linear regression model must meet the BLUE (Best Linear Unbiased Estimator) criteria. BLUE can be achieved if it meets classical assumptions. There are three main assumptions that must be fulfilled, namely homoskedasticity, no multicollinearity, and no serial autocorrelation. In this study, all regression assumptions have been fulfilled and the regression equation has been BLUE (Best Linear Unbiased Estimator).

### 3.2. Test the Research Hypothesis

Multiple linear regression test is a statistical technique used to test the effect of several independent variables on the dependent variable. The purpose of using multiple linear regression tests in this study is to determine the

effect of work motivation ( $X_1$ ), work discipline ( $X_2$ ) on employee performance ( $Y$ ) with the equation:  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

## 4. RESULT AND DISCUSSION

The results of this study indicate that motivation has a significant effect on the performance of employees of the Department of Public Works, Spatial Planning and Land of South Solok, Work discipline does not have a significant effect on Performance at the Public Works, Spatial and Land Office of South Solok Regency, Leadership has a significant effect on employee performance The Department of Public Works, Spatial Planning and Land of South Solok Regency and Motivation, Work-Discipline and Leadership influence the performance of employees of the Public Works, Spatial and Land Office of South Solok Regency.

In testing this hypothesis, this study assumes that the level of significance of the alternative hypothesis received is below 0.05 or 5

Table 1. Summary: The Effects of Motivation, Discipline and Leadership on Performance

Dependent variable	Independent Variable	Regression Coefficient	Significant	Decision
Performance (Y)	Constant (a)	2.206	0,000	-
	Motivation ( $X_1$ )	0.418	0,001	H.1 accepted
	Discipline ( $X_2$ )	0.048	0.539	H.2 rejected
	F	13.775	0,000	-
	R	0,600		-
	$R^2$	0,360		-

Source: Research Result

Based on the table above, it can be stated the multiple linear regression equation as follows:

$$Y = 2.206 + 0,418 X_1 + 0,048 X_2$$

The regression coefficient values for each independent variable are as follows:

1. The regression coefficient value of the Motivation variable ( $X_1$ ) is 0.418 with a significance level of 0.001. The magnitude of the significance value is less than 0.050. Thus, it can be concluded that the Motivation variable ( $X_1$ ) has a significant effect on performance (Y). Therefore hypothesis H.1. this study states "Motivation has a significant effect on the performance of employees of the Public Works, Spatial Planning and Land, Spatial Planning and Land Affairs of South Solok Regency" Accepted.
2. Regression coefficient value Work Discipline variable ( $X_2$ ) is 0.048 with a significance level of 0.539. The magnitude of the significance value is greater than 0.050. Thus, it can be concluded that the variable work discipline ( $X_2$ ) does not have a significant effect on performance (Y). Therefore hypothesis H.2. This

study states "Work discipline has a significant effect on the performance of employees of the Department of Public Works, Spatial Planning and Land of South Solok" Denied.

3. The value of F is equal to 13,775 with a significance level of 0,000 or less than 0.05. Thus, it can be concluded that the Motivation variable ( $X_1$ ), and work discipline ( $X_2$ ) simultaneously have a significant effect on performance.
4. The value of  $R^2$  (R square) or determinant coefficient is 0.360. The magnitude of the value can be interpreted that the Performance variable (Y) is explained by the Motivation variable ( $X_1$ ), and Work Discipline ( $X_2$ ) is 36.0%. In other words, the effect of the Performance variable (Y) is explained by the Motivation variable ( $X_1$ ), and Work Discipline ( $X_2$ ) on Performance (Y) is 36.0%. While the remaining 64.0% is influenced by other variables that are not included in the scope of this study.

## 5. CONCLUSION

Based on the results of research and data processing that has been done before, some conclusions can be drawn as follows:

Based on data analysis and interpretations that have been submitted in the previous chapter, several conclusions can be raised from the results of this study as follows:

1. Motivation has a significant effect on the performance of employees of the Public Works, Spatial and Land Office of South Solok Regency.
2. Work discipline does not have a significant effect on performance in the Public Works, Spatial and Land Office of South Solok Regency.
3. Leadership has a significant effect on the performance of employees of the Public Works, Spatial and Land Office of South Solok Regency.
4. Motivation, work discipline and leadership affect the performance of employees of the Public Works, Spatial and Land Office of South Solok Regency.

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