

The Influence of Leadership, Work Discipline, and Work Motivation on Employee Performance (Study at Tegowanu District Office)

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ABSTRACT

Performance denotes the outcomes produced by employees, encompassing both quality and quantity, in executing activities aligned with their assigned responsibilities. Organizations must implement numerous measures to enhance employee performance in order to attain these aims. Research subject of the Tegowanu District Office, Grobogan, Central Java. The data indicates that multiple employees arrive late to work without justification, suggesting suboptimal employee performance. Numerous factors can influence employee performance, including leadership, work discipline, and motivation. This study aims to examine the impact of leadership, work discipline, and work motivation on employee performance. The study's demographic and sample comprised all 34 workers of the Tegowanu District Office. The chosen sampling approach was a saturated sample. The data utilized was primary. The data collection approach employed a questionnaire. This research employs several linear regression analysis approaches. The analysis indicates that leadership exerts a favorable and significant influence on employee performance (sig. 0.015 < 0.05). Work discipline exerts a positive and significant influence on employee performance (sig. 0.014 < 0.05). Work motivation exerts a positive and significant influence on employee performance (sig. 0.025 < 0.05).

INTRODUCTION

Human resources (HR) are the most important thing in an organization or institution. Employees are one of the main assets of an organization, which can make a very valuable contribution to achieving organizational goals Muna & Isnowati, (2022) . Human resources (HR) or employees are the only resources that have thoughts, feelings, will, insight, skills, work enthusiasm, capacity, ability and creativity. Therefore, employees are the most important factor for the success of achieving organizational goals Erika Priya Ningtias et al., (2023) .

Performance denotes the outcomes produced by employees, encompassing both quality and quantity, in executing activities aligned with their assigned responsibilities. Erika Priya Ningtias et al. (2023). This study focused on the Tegowanu District Office, located in Jl. Jend. Sudirman No. 6, Tegowanu, Grobogan, Central Java. The Tegowanu District Office is primarily responsible for executing the governmental authority delegated by the Regent to manage regional autonomy issues and perform other general governmental functions in accordance with relevant laws and regulations. The Tegowanu District Office aims to enhance human resource quality and ensure accountable government management while providing high-quality public service. A multitude of elements can influence employee performance.

Rumbiak et al. (2023) assert that leadership is a variable that can affect employee performance. Leadership is the capacity of an individual to influence and guide others toward the attainment of established objectives. Rumbiak et al. (2023). Leaders possess the authority to structure and oversee the organization, including its personnel. Leaders that adapt their leadership style to align with the preferences of their subordinates will enhance their subordinates' satisfaction, so stimulating their passion and optimal performance. This aligns with the findings of Rumbiak et al. (2023), Andayani & Cahyani (2021), and Syahputra et al. (2023), which indicate that leadership affects employee performance. The study's findings, as reported by Giesler (2010), indicated that leadership does not affect employee performance. According to Aisyah et al., (2023) work discipline is another variable that can influence employee performance. Work discipline is a condition in which people in the organization voluntarily obey the existing Aisyah et al., (2023) .

Research by Giesler (2010), Erika Priya Ningtias et al. (2023), and Aisyah et al. (2023) indicates that work discipline influences employee performance. Muna and Isnowati (2022) stated that work discipline does not influence employee performance.

Muna and Isnowati (2022) assert that work motivation is a variable that might influence employee performance. Motivation comprises a collection of activities and attitudes that drive an individual to achieve certain objectives aligned with their intrinsic aspirations (Muna & Isnowati, 2022). This aligns with the findings of Muna & Isnowati (2022), Rumbiak et al. (2023), and Syahputra et al. (2023), which indicate that work motivation influences employee performance. Conversely, the findings of Saputri & Prijati (2021) indicate that work motivation does not influence employee performance.

Based on the description above, the existence of a phenomenon at the Tegowanu District Office and the research gap of previous research results, the title chosen is "The Influence of Leadership, Work Discipline, and Work Motivation on Employee Performance (Study at the Tegowanu District Office)".

LITERATURE REVIEW

Employee Performance

Employee performance is defined as the amount and quality of work that an individual accomplishes within an organization in accordance with their assigned position (Sudaryo et al., 2018). A second way to look at employee performance is as the end product of an individual's efforts measured against predetermined criteria (Badriyah, 2022). The outcomes and character of an employee's work as measured over a given time frame is another way to look at employee performance (Kasmir, 2022).

Leadership

Leadership is a developing force that motivates and coordinates activities to achieve goals (Sulistiyani & Rosidah, 2018). Another understanding of leadership is the process of activities to influence others to lead, guide, and motivate others to take action to achieve desired results (Sutrisno, 2019). Another definition of leadership is a person's ability to use their authority to create a process of engagement, motivation, and business support that provides opportunities for others to contribute towards achieving organizational goals (Wibowo, 2019).

Work Discipline

Work discipline is a person's attitude and willingness to follow all organizational rules and norms that apply (Daryanto & Suryanto, 2022). The concept of work discipline is a management practice to enforce the rules or guidelines set by the organization (Mangkunegara, 2022).

Work Motivation

Work motivation is a process that determines the sincerity, ideals and tenacity to achieve a goal (Rino et al, 2020:94). Another concept of work motivation is something that has the effect of causing, guiding and maintaining behavior related to work conditions (Mangkunegara, 2022). Another definition of work motivation is the stimulus to carry out a number of activities from a person to achieve a goal (Wibowo, 2022).

Framework

Research at the Tegowanu District Office looks at how leadership, workplace discipline, and employee motivation affect productivity. The term "employee performance" refers to the outcomes obtained when workers execute their responsibilities in line with predetermined organizational criteria. In the pursuit of management objectives, every organization consistently works to

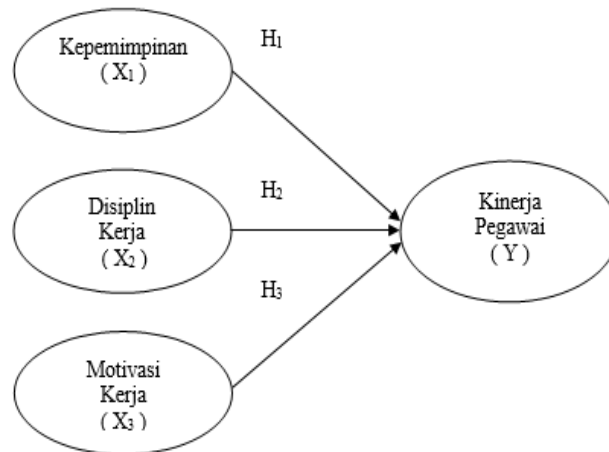
improve staff performance. In order to improve the efficiency of its workers, many measures will be implemented. Organizational success is dependent on their awareness of and response to the factors that shape it. Several factors, such as management style, workplace rules, and staff morale, can influence how well a company does its job.

The following research model is thus developed from the three prior hypotheses and the statement given above:

H1: Leadership variables have an effect on Employee Performance variables.

H2: Work Discipline variable influences Employee Performance.

H3: Work Motivation variable influences Employee Performance variable.



METHODOLOGY

The theoretical grounding of the hypothesis and the research's complexity or simplicity dictate the selection of appropriate variables. Researchers use variables, which can be anything of any kind, to track data and draw conclusions. The source cited is Sujarweni (2019).

According to studies conducted by Sugiyono (2019) The term "primary data" refers to material gathered directly from the source by the researcher. A questionnaire is used as the data collection method. According to Sujarweni (2019), a questionnaire is a method of collecting data that involves giving out written questions or sheets to people and then collecting their answers.

Participants were those who worked for the Central Java Tegowanu District Office. This research used a Purposive Sampling strategy based on the judgment sampling method for its sampling. The sample consisted of 34 individuals who were employees of the Tegowanu District Office (Yoo et al., 2019). A survey form or Google digital foam is utilized for gathering data.

RESEARCH RESULT

Normality Test

Finding out if the regression model's distribution is healthy is the main goal of a normality test. In order to conduct this test, the Kolmogorov Smirnov One Sample Test is used. If the values of asymp and sig are more than 0.05, it can be concluded that the data follows a normal distribution in the regression model.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			34
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		1,09107027
Most Extreme Differences	Absolute		,119
	Positive		,119
	Negative		-,096
Test Statistic			,119
Asymp. Sig. (2-tailed)			,200 ^{c,d}
Monte Carlo Sig. (2-tailed)	Sig.		,678 ^e
	99% Confidence Interval	Lower Bound	,665
		Upper Bound	,690

- a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.
 e. Based on 10000 sampled tables with starting seed 2000000.

The data source uses SPSS 25 software.

Multicollinearity Test

The result of the classical assumption test of multicollinearity indicates that the independent variables do not exhibit any multicollinearity. This conclusion is reached based on the large output of the calculated VIF values, which exceed the significance level of 5% (0.05).

Table 2. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Kepemimpinan	,259	3,858
	Disiplin Kerja	,163	6,119
	Motivasi Kerja	,296	3,377

a. Dependent Variable: Kinerja Pegawai

The data source uses SPSS 25 software.

The following are the findings of the multicollinearity test: In terms of leadership (X1), the tolerance results are 0.259, which is greater than 0.1, and the VIF is 3.858, which is less than 10. In terms of work discipline (X2), the tolerance results are 0.163, which is greater than 0.1, and the VIF is 6.119, which is less than 10. In terms of work motivation (X3), the tolerance results are 0.296, which is greater than 0.1, and the VIF is 3,377, which is less than 10. The absence of multicollinearity in the Leadership, Work Discipline, and Work Motivation variables is demonstrated by this. This means that testing can make good use of the regression model.

Heteroscedasticity Test

Data analysis using SPSS 25.0 for Windows, often known as the iceberg test, revealed heteroscedasticity. It is also possible to use it to check for heteroscedasticity in a regression model. To perform the Glejser test, one must first run a regression analysis using the absolute value as the dependent variable and the independent variables as the independent ones. When we run a regression between our independent and dependent variables, the

unstandardized residual value is what we get as the absolute value. Heteroscedasticity is not present if the significance level is greater than 0.05 (the confidence level). Here is a table displaying the results of the heteroscedasticity test:

Table 3. Glejser Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,657	,698		2,373	,024
Kepemimpinan	,042	,081	,176	,521	,606
Disiplin Kerja	,015	,091	,069	,162	,873
Motivasi Kerja	-,091	,059	-,486	-1,539	,134

a. Dependent Variable: ABS_RES

The data source uses SPSS 25 software.

Multiple Linear Analysis

The purpose of conducting a multiple linear regression analysis is to determine the extent to which leadership, work discipline, and employee motivation are independent factors that impact employee performance. The following are the outcomes of data processing using SPSS 25 for multiple linear analysis:

Table 4. Multiple Linear Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,452	1,286		,352	,727
Kepemimpinan	,382	,149	,319	2,572	,015
Disiplin Kerja	,436	,167	,408	2,612	,014
Motivasi Kerja	,256	,109	,273	2,355	,025

a. Dependent Variable: Kinerja Pegawai

The data source uses SPSS 25 software.

Table on shows the following equality regression linear, which represents the study's variables and their relationships: Assuming X1, $Y = 0.319 (X1) + 0.408 (X2) + 0.273 (X3)$.

The preceding equation for multiple linear regression demonstrates that: With a positive regression coefficient value of 0.319 for Leadership (X1), we can say that raising leadership levels always results in better performance from employees.

A positive mark for the Work Discipline Regression (X2) coefficient of up to 0.408 is considered significant. One possible interpretation is that as work discipline is enhanced, employee performance also improves.

An improvement in employee performance is accompanied by a rise in work motivation, as evidenced by a positive Work Motivation Regression Coefficient Value (X3) of 0.273.

Hypothesis Test (T-Test)

The t-test evaluates the strength of the correlation between two variables, or more simply said, it reveals the extent to which one independent variable can account for dependent fluctuations. Here are the outcomes of processing the spss data:

Table 5. Hypothesis Test (T-Test)

Model	t	Sig.
1 (Constant)	,352	,727
Kepemimpinan	2,572	,015
Disiplin Kerja	2,612	,014
Motivasi Kerja	2,355	,025

a. Dependent Variable: Kinerja Pegawai

The data source uses SPSS 25 software.

Analysis of the effects of leadership (X1), workplace discipline (X2), and employee motivation (x3) on output (Y). According to the computed results, the t-counts are 2.572, 2.612, and 2.355, which are positive values with significant results as large as 0.15, 0.14, and 0.25 < 0.05. Matter Evidence like this suggests that leadership, work discipline, and motivation all have a role in raising the bar for acceptable employee performance. Consequently, a rise in employee performance is directly proportional to an improvement in leadership, work discipline, and motivation.

Coefficient of Determination Test

To determine the extent to which one variable affects another, researchers utilize the coefficient of determination (R2) test. Here is what comes out of running the data via the SPSS 25 program:

Table 6. Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,938 ^a	,880	,869	1,144

a. Predictors: (Constant), Motivasi Kerja, Kepemimpinan, Disiplin Kerja

b. Dependent Variable: Kinerja Pegawai

The data source uses SPSS 25 software.

The results of the determination coefficient test showed an adjusted r-squared value of 0.869, as shown in the image above. This indicates that leadership, work discipline, and work motivation account for 86.9% of the variance in employee performance, with other factors accounting for 13.1% of the variance.

DISCUSSION

The Influence of Leadership on Employee Performance

A positive t-value of 2.572 and a significant result of $0.015 < 0.05$ were generated by the Hypothesis Testing. It is evident that leadership plays a crucial role in enhancing employee performance. What this means is that the correct leadership may boost productivity in the workplace.

Work Discipline Influences Employee Performance

The results of the hypothesis test yield a t-value of up to 2,612 Significance level of $0.014 < 0.05$ indicates a positive outcome. The results demonstrate a positive and statistically significant relationship between processed data from work discipline and employee performance. This means that a more disciplined workforce can achieve better results.

Work Motivation Affects Employee Performance

The results of testing the hypothesis yield a positive t-value of 2.355, which is statistically significant at $0.025 < 0.05$. The results demonstrate that there is a positive correlation between work motivation and employee performance. It follows that boosting morale at work should lead to better output from workers.

CONCLUSION AND RECOMMENDATION

The following findings are derived from the research conducted at the Tegowanu District Office on the Influence of Leadership, Work Discipline, and Work Motivation on Employee Performance:

The leadership of Tegowanu District will have a direct impact on the performance of its employees, as research has shown that strong leadership significantly boosts productivity. Employee performance in the Tegowanu District is positively and significantly impacted by work motivation. Consequently, a higher level of work motivation is associated with better performance. There is a positive and statistically significant relationship between work discipline and employee performance; hence, the more disciplined the workers in Tegowanu District are, the more productive they will be.

In light of these findings, the following recommendations can be made to the research community with the hope that they will help raise the bar for employee performance: Tegowanu District leadership needs to step up their game when it comes to my leader's decision-making speed and accuracy; he received the lowest average score. In order to make judgments that are acceptable to both parties and that subordinates can effectively implement given the current work environment, leaders should promptly gather information and encourage subordinates to offer comments or suggestions.

The work discipline of Tegowanu District employees should be improved regarding employees coming and going home according to the time set by the agency, because they get the lowest average score. In enforcing discipline regarding working hours, leaders should apply various sanctions in addition to reducing allowances, also applying fines for employees who come to work late

or when returning from break time and leaving the workplace during working hours without any clear reason.

The work motivation of Tegowanu District employees should be improved regarding liking challenges in work to be completed, because they get the lowest average score. This can be based on employees being comfortable with their current work so that they are less interested in other types of tasks, for that reason, leaders should give new tasks or rotate jobs to further foster motivation in working because new tasks will require employees to learn various knowledge that can support carrying out new tasks that are carried out.

ADVANCED RESEARCH

There are a number of factors that affect employee performance that were not included for this study, including leadership, work discipline, and motivation. As a result, this research has certain limitations. The participants in this study were all district workers in Tegowanu, hence the findings are limited to that area.

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