The Role of Leadership Style, Motivation, and Discipline in Employee Performance at BKPSDM of Kepulauan Selayar Regency

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A R T I C L E   I N F O

A B S T R A C T

This research was conducted with the aim: (1) To Analyse and Explain the Effect of Leadership Style on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of Selayar Islands Regency, (2) To Analyse and Explain the Effect of Motivation on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of Selayar Islands Regency and (3) To Analyse and Explain the Effect of Discipline on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of Selayar Islands Regency. The research methods used in this research are Descriptive Analysis, Multiple Linear Regression Analysis, Instrument Test and Hypothesis Test with a sample size of 66 respondents. Based on the results of multiple linear regression analysis, the results showed that (1) Leadership style has a negative and insignificant effect on the performance of BKPSDM Selayar Islands Regency, (2) Motivation has a positive and significant effect on the performance of BKPSDM Selayar Islands Regency and (3) Discipline has a positive and significant effect on the performance of BKPSDM Selayar Islands Regency.

A B S T R A K

Penelitian ini dilakukan dengan tujuan: (1) Untuk Menganalisis dan Menjelaskan Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Kepulauan Selayar, (2) Untuk Menganalisis dan Menjelaskan Pengaruh Motivasi Terhadap Kinerja Pegawai Pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Kepulauan Selayar dan (3) Untuk Menganalisis dan Menjelaskan Pengaruh Disiplin Terhadap Kinerja Pegawai Pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Kepulauan Selayar. Metode penelitian yang digunakan dalam penelitian ini adalah Analisis Deskriptif, Analisis Regresi Linier Berganda, Uji Instrumen dan Uji Hipotesis dengan jumlah sampel sebanyak 66 responden. Berdasarkan hasil analisis regresi linier berganda, maka hasil penelitian menunjukkan bahwa (1) Gaya kepemimpinan berpengaruh negatif dan tidak signifikan terhadap kinerja BKPSDM Kabupaten Kepulauan Selayar, (2) Motivasi berpengaruh positif dan signifikan terhadap kinerja BKPSDM Kabupaten Kepulauan Selayar dan (3) Disiplin berpengaruh positif dan signifikan terhadap kinerja BKPSDM Kabupaten Kepulauan Selayar.

INTRODUCTION

Human resources are the most crucial investment that an organization can make, ultimately aiming to ensure that the organization has a high-quality workforce, good work discipline, high motivation, commitment to the organization, efficiency in all aspects, and work productivity that meets the organization's needs, both now and in the future. Leadership style within an organization is a determining factor in its success. Successful leadership demonstrates effective and efficient management of an organization (Nawawi, 2012). Leadership style greatly influences job satisfaction as a leader's actions can eliminate employees' dissatisfaction with their work and provide satisfaction.

According to Sutrisno (2014), work motivation is the driving force or desire that pushes someone to work, with each motivation having specific goals to achieve. Motivation is crucial in any organization, as motivated employees will be more enthusiastic and contribute positively to their responsibilities.

Discipline, as explained by Hasibuan (2015), is an individual's consciousness and willingness to comply with an organization's rules and norms. *Discipline* is a management action to encourage employees to meet organizational demands by adhering to applicable regulations. Employee discipline through training aims to improve their knowledge, attitude, and behavior to work effectively and enhance their performance.

Civil Servants (ASN) performance is often criticized for being less productive and having low discipline and work ethic. Factors affecting employee performance, such as promotion, work environment conditions, quality of supervision, workload, discipline, values, and interests, must be considered (Baron & Byrne, 2004). Motivation, job satisfaction, stress levels, physical work conditions, economic aspects, technical aspects, and other behaviors must also be considered to improve employee performance (Martoyo, 2007).

The Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) of Kepulauan Selayar District is responsible for human resources management in the region. To enhance organizational performance and professionalism, BKPSDM must optimize management functions towards a more professional direction through job analysis, education, and routine employee training. Discipline challenges among employees in the office continue to be a problem, impacting the performance of each employee. Therefore, this study aims to analyze the influence of leadership style, motivation, and discipline on the performance of BKPSDM employees in Kepulauan Selayar District.

RESEARCH METHODS

This research employs a quantitative approach as it allows for testing significant correlations by utilizing statistical methods. The study will elucidate the relationship between the variables under investigation and the extent to which these relationships influence each other. The independent variables in this research consist of leadership style (X1), motivation (X2), and work discipline (X3). In contrast, the dependent variable is employee performance at the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) of Kabupaten Kepulauan Selayar.

The research is conducted at the Office of Badan Kepegawaian dan Pengembangan Sumber Daya Manusia of Kabupaten Kepulauan Selayar over one month, specifically in July-August 2023. The data utilized in this study comprise qualitative and quantitative data. Primary data sources include questionnaires collected through direct interviews. Secondary data are gathered by reviewing books, letters, reports, written regulations, technical guidelines, relevant documents, office archives, and other information related to employee performance issues. The researcher employs various data collection techniques to obtain the desired research outcomes, including observation, interviews, questionnaires, and documentation. The population for this study comprises all employees of BKPSDM Kabupaten Kepulauan Selayar, and sampling was conducted using probability sampling. The sample comprises the entire population, totaling 66 BKPSDM Kabupaten Kepulauan Selayar employees.

The data analysis techniques utilized in this research include: **Multiple Linear Regression Analysis:** This research employs multiple linear regression analysis to measure the strength and direction of the relationship between the dependent variable (Y) and the independent variables (X1, X2, and X3). The formulation of multiple linear regression analysis is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Dependent Variable/Employee Performance (predicted value)
b0 = Constant (Y value when X1, X2, and X3 = 0)
b1, b2, and b3 = Regression Coefficients (increase/decrease values)
X1 = Leadership Style
X2 = Motivation
X3 = Discipline
e = Error Factor/Standard Error

RESULTS AND DISCUSSION
Multiple Linear Regression Analysis

Based on the processed data, it can be seen that the relationship model of multiple linear regression analysis can be seen from the table below:

Table 1 *Multiple Linear Regression Analysis Results*

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,353	1,093		2,153	,035
	Leadership	-,259	,148	-,245	-1,749	,085
	Motivation	,431	,164	,405	2,629	,011
	Discipline	,703	,144	,738	4,898	,000

Source of SPSS Data Processing 2023

Based on the table above, it is known that the value of a = 2.353, the Leadership Style variable (X1) is 0.259, the Motivation variable (X2) is 0.431 and the Discipline variable (X3) is 0.703 so that the regression equation is as follows:

$$Y = 2{,}353 + 0{,}259\ X_1 + 0{,}431\ X_2 + 0{,}703\ X_3$$

The constant value, denoted as a, is 2.353, signifying that if the variables Leadership Style (X1), Motivation (X2), and Discipline (X3) remain unchanged or equal to 0, then the Performance (Y) will be 2.353. The regression coefficient for the Leadership Style variable (X1) is 0.259, indicating that an increase or enhancement in leadership style will positively impact the performance of employees at BKPSDM Kabupaten Kepulauan Selayar. The contribution of leadership style to employee performance can be observed from the Unstandardized Coefficients in the above table, assuming the leadership style variable (X1) remains constant.

The regression coefficient for the Motivation variable (X2) is 0.431, suggesting that an increase or elevation in motivation will enhance the performance of employees at BKPSDM Kabupaten Kepulauan Selayar. The contribution of motivation to employee performance can also be inferred from the Unstandardized Coefficients in the table above, assuming the motivation variable (X2) remains constant.The regression coefficient for the Discipline variable (X3) is 0.703, indicating that an increase or improvement in discipline will enhance the performance of employees at BKPSDM Kabupaten Kepulauan Selayar. The contribution of discipline to employee performance can be seen from the Unstandardized Coefficients in the table above, assuming the discipline variable (X3) remains constant.

T Test (Partial)

Partial hypothesis testing is used to see the effect of leadership style variables, motivation and discipline have a significant influence or not on performance variables. The partial test results also can be seen in the table 1; Based on the calculated t-value, it's essential to determine its significance level against the t-table using the formula n-k or 66-3=63. From the t-table, the value of t-table is found to be 1.669. The explanation regarding the relationship between variables X and Y is as follows: (a) From Table 1, it's evident that the variable X1, leadership style, has a significance level of 0.08, which is greater than the α value of 0.05 or the t-value of -1.749 < t-table value of 1.669. It can be concluded that leadership style (X1) partially does not affect the performance of employees at BKPSDM Kabupaten Kepulauan Selayar. Thus, the first hypothesis, stating that leadership style affects employee performance, is proven (H1 rejected); (b) From Table 1, it's observed that the variable X2, motivation, has a significance level of 0.01, which is smaller than the α value of 0.05 or the t-value of 2.629 > t-table value of 1.669. It can be inferred that motivation (X2) partially affects the performance of employees at BKPSDM Kabupaten Kepulauan Selayar. Thus, the second hypothesis, stating that motivation affects employee performance, is proven (H2 accepted); and (c) From Table 1, it's noted that the variable X3, discipline, has a significance level of 0.01, which is smaller than the α value of 0.05 or the t-value of 4.898 > t-table value of 1.669. It can be concluded that discipline (X3) partially affects the

performance of employees at BKPSDM Kabupaten Kepulauan Selayar. Thus, the third hypothesis, stating that discipline affects employee performance, is proven (H3 accepted).

F Test (Simultaneous)

The F (simultaneous) statistical test was conducted to determine whether the independent variables consisting of leadership style, motivation and discipline together had a significant effect or not on the dependent variable, namely the performance of BKPSDM employees of the Selayar Islands Regency. The simultaneous test results can be seen from the table below:

Table 2 *F Test Results (Simultaneous)*

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1165,466	3	388,489	90,143	,000[b]
Residual	267,201	62	4,310		
Total	1432,667	65			

Source of SPSS Data Processing 2023

Based on the F test table above, it shows that the significant value is 0.000 where this significant value is smaller than 0.005. In the SPSS output display above, it is obtained Fhitung = 90.143 (df 1 = 3, df2 = 62) and has a significance level of 0.000. Because the probability of 0.000 is much smaller than 0.005, it can be said that the regression model that has been used can improve employee performance. This means that leadership style, motivation and discipline have a significant effect on the performance of BKPSSDM employees of the Selayar Islands Regency. Furthermore, to determine the magnitude of the simultaneous influence of the variables of Leadership Style, Motivation and Discipline on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of the Selayar Islands Regency can be seen through the coefficient of determination (R^2). The acquisition of the coefficient of determination can be seen in the following table:

Table 3 *Determination Coefficient Test Results*

Model Summary[b]						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,902[a]	,813	,804	2,076	,813	90,143

Predictors: (Constant), Discipline, Leadership Style, Motivation
Dependent Variable: Permormance
Source of SPSS Data Processing 2023

Based on the SPSS Model Summary output table in the table above, it is known that the coefficient of determination or R Square is 0.813. This R Square value of 0.813 comes from squaring the value of the coefficient "R", namely 0.902 x 0.902. The magnitude of the coefficient of determination (R Square) is 0.813 or equal to 81.3%. This figure means that the variables of Leadership Style (X1), Motivation (X2) and Discipline (X3) simultaneously (together) affect the performance variable (Y) by 81.3% while the rest (100% - 81.3% = 18.7%)

is influenced by other variables outside this regression equation or other variables not examined.

Discussion
The Influence of Leadership Style on Employee Performance

The research findings suggest that the leadership style variable does not have a positive impact on employee performance. With a calculated t-value of -1.749 < the critical t-value of 1.669, and a significance value greater than the alpha level (0.08 > 0.05), the research hypothesis (H1) is rejected. Every institution or company with clear Standard Operating Procedures (SOPs) and a well-defined division of tasks and responsibilities enables smooth workflow without strict supervision from superiors. Consequently, leadership style does not exert a positive or significant influence on employee performance. From the hypothesis testing, it is evident that an increase in leadership style does not necessarily result in a corresponding increase in performance, often falling short of expectations or being excessively low. This is attributed to leadership styles that fail to motivate employees or demonstrate firmness in upholding company regulations. Such circumstances impact various aspects of employee performance, including work quality, quantity, sense of responsibility, innovation, and initiative.

Direct observations indicate that leadership style does not affect employee performance significantly, primarily due to rotations and mutations at the managerial level and their subordinates. Additionally, the tendency to recruit relatives or close associates as employees may compromise their independence. Leaders often pay little attention to the work performed by their subordinates as long as it is completed satisfactorily. To enhance employee performance, direct feedback that is felt by them is necessary. For instance, monetary incentives such as overtime pay can boost motivation for harder work. However, promotion based on merit remains challenging to implement in practice. Every leader possesses a unique leadership style, which can influence employee participation in achieving organizational goals. Therefore, it is crucial for leaders to select the appropriate leadership style to maximize employee performance. Leadership style is a manifestation of a leader's ability to act (Moeheriono, 2012).

In conclusion, leadership style does not have a positive and significant impact on employee performance, a finding supported by previous research indicating that factors such as supervision and work discipline have a more significant influence on employee performance. Further research is needed to gain a deeper understanding of the factors affecting employee performance.

The Influence of Motivation on Employee Performance

Work motivation is inherent in every individual, but some people exhibit greater diligence than others. Most individuals are willing to work harder when they encounter minimal obstacles in achieving their goals. As long as this drive remains strong, the likelihood of individuals staying consistent in their work objectives increases. Some

individuals are even inclined to work diligently without expecting immediate rewards, finding satisfaction and happiness in overcoming challenging circumstances.

Based on research findings regarding the influence of motivation on the performance of BKPSDM employees in Kepulauan Selayar Regency, it was found that the calculated t-value > the tabulated t-value, specifically 2.629 > 1.669, thus, H2 was accepted while H0 was rejected. This implies that motivation significantly and positively impacts the performance of BKPSDM employees in Kepulauan Selayar Regency, as indicated by respondents' answers across various indicators including Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization Needs. This statistical significance underscores the tangible effect of motivation on employee performance and the direct correlation between motivation and performance. In essence, an increase in motivation tends to enhance employee performance. Employees whose needs are adequately met are likely to feel satisfied, thus motivating themselves to work to the best of their abilities. Therefore, these five indicators have effectively constituted the motivation variable, contributing to the improvement of BKPSDM employee performance in Kepulauan Selayar Regency. Respondents' feedback on each indicator demonstrates a positive perception of motivation, aligning well with the theory employed in this study.

In the context of safety needs, respondents generally agreed or strongly agreed regarding employees' need for security or safety in the workplace. This suggests that improved employee performance is partly attributed to the assurance of safety and security provided to employees, thereby alleviating concerns, especially for those working in field-based roles. Safety and insurance coverage, as well as retirement benefits offered by the organization, fulfill the basic needs necessary for individuals to carry out their activities effectively. Safety needs encompass both physical and psychological security. Physical safety includes workplace safety measures and protection against occupational hazards through insurance coverage and the implementation of Occupational Health and Safety (K3) procedures such as BPJS. Psychological security, equally important, entails humane and fair treatment, job security assurances, and provisions for retirement. Consequently, the fulfillment of safety needs contributes to employee motivation and, ultimately, performance.

Overall, the findings indicate a positive and significant correlation between motivation and employee performance, emphasizing the critical role of motivation in enhancing employee performance. Hence, sustaining and enhancing existing motivation levels among employees is essential. This can be achieved through initiatives such as education, training programs, or workshops aimed at boosting employee performance. In conclusion, the study underscores the significant and positive influence of motivation on employee performance, corroborating previous research findings. It highlights the importance of addressing motivation as a fundamental factor in improving employee performance.

The Influence of Discipline on Employee Performance

Based on research findings regarding the impact of discipline on employee performance in BKPSDM Kabupaten Kepulauan Selayar, the calculated t-value > the tabulated t-value, specifically 4.898 > 1.669, leading to the acceptance of H3 while rejecting H0. This indicates that work discipline significantly and positively influences the performance of BKPSDM employees in Kepulauan Selayar Regency.

The influence of discipline on employee performance, as highlighted in this research, underscores how employees adhere to high levels of discipline in carrying out their duties. The primary focus of discipline is to ensure employees' compliance with established regulations and guidelines, accompanied by appropriate rewards for those who perform well and penalties for those who violate them.

The questionnaire distributed to respondents revealed that the highest indicator was the fifth one, where employees use/maintain office facilities properly. Office facilities provided by the organization serve as tools to facilitate work. This implies that employees possess a strong sense of responsibility to maintain these facilities for their own and collective use. Moreover, employees should understand the importance of using office facilities professionally and refrain from personal use to enhance overall performance. Well-equipped and well-maintained office facilities contribute to the smooth workflow of employees. As Sri Wahyuni (2019:127) suggests, workplace facilities are essential services provided by organizations to support employees in meeting their needs, thereby enhancing their productivity.

In conclusion, the study emphasizes the significant and positive impact of discipline on employee performance. It highlights the importance of maintaining discipline in the workplace to ensure adherence to regulations and the proper utilization of office facilities, ultimately enhancing employee productivity and performance.

CONCLUSION

Based on the research findings and discussions presented, the following conclusions and recommendations are offered:

Leadership style has a negative and insignificant influence on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of Kepulauan Selayar Regency. Motivation has a positive and significant impact on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) of Kepulauan Selayar Regency. Discipline has a positive and significant effect on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Kepulauan Selayar Regency.

Based on the conclusions presented, the following recommendations are proposed: Organizations should enhance employee motivation by providing incentives such as awards for outstanding performance or promotions to improve employee performance further. Motivation and discipline should be prioritized in enhancing employee

performance at the Personnel and Human Resources Development Agency (BKPSDM) of Kepulauan Selayar Regency. Thus, efforts to boost motivation and discipline must be continually enhanced and implemented consistently. The R2 Test results indicate the presence of other variables that should be considered in this research. Further studies should incorporate additional variables that could influence employee performance, as improved employee performance will also benefit the organization or institution positively.

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