

# Effect Of Work Discipline And Leadership Style On The Performance Of Employees Motivation As Variable Mediation In Office Ministry Of Justice And Human Rights Bangka Belitung Indonesia

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## ABSTRACT

*This study aims to determine the effect of work discipline and leadership style on performance through motivation simultaneously and partially. The research was conducted on the employees of the Ministry of Justice and Human Rights of Bangka Belitung. The sampling technique used sampling method saturated with 32 people. Data analysis using path analysis. Based on the result of research indicate that work discipline and leadership style influence to performance through motivation simultaneously and partially. The influence of work discipline and leadership style on performance through motivation is smaller than direct influence so it can be said that motivation variable not as intervening variable.*

**Keywords:** Discipline, Leadership Style, Motivation, Employee Performance

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## I. INTRODUCTION

The employee for an organization is the most important asset that should be owned and is considered by management. Human boils down to the fact that people (humans) are an element that always exists in the organization. Humans create goals, conduct innovation, and achieve organizational objectives. Human resources spark creativity in every organization. Without effective human resources will be impossible for the organization to achieve its objectives. Human resources make other organizational resources run.

Improved results of ongoing work require human resources with high performance. Employees who have an attitude of devotion, discipline and professional ability is very likely to have performance in implementing the tasks so that more efficient and effective. Professional employees who can be defined as a view to always think, work hard, work full time, discipline, honesty, loyalty, and dedication to the success of his work. To achieve a high work discipline organization's leaders must pay attention to the work of employees.

According to observations made there are still problems found in the study site is in the Ministry of Justice and Human Rights of Bangka Belitung, of which there are some employees who demonstrate the disciplined low work seen from absenteeism, employee arriving late, from observation and information obtained still found her passion for running activity is still low, and it shows the low performance of some employees to the organization.

This study discusses the work discipline, leadership, and motivation. Selection of these three variables based on the fact that all three can affect the performance of employees the Ministry of Justice and Human Rights of Bangka Belitung.

Labor discipline is a form of behavior to comply with the provisions or specific regulations relating to work and applied in an organization. Labor discipline needs to be owned by every person that life can organizations secure, orderly and smooth. The loss of labor discipline will affect the work efficiency and effectiveness of job duties if the work discipline is not enforced then the chances of the objectives set will not be achieved effectively and efficiently. As an illustration, if an organization only concerned about the education, expertise, and technology without thinking about employee discipline, then education,

The opinion reflects how big a leadership role in an organization, so that a leader is expected to have the ability to lead the reliable so that organizational goals can be achieved. As is the ability of a leader is the ability to motivate, influence, directing and communicating with subordinates. Besides, leaders must behave or how leadership adapted to the situation and condition of the organization, is flexible means able to adjust or

adapt to the environment subordinates. Similarly, influential leadership in an organization so that it can be said that the leadership of the determinants of success or failure of an organization in achieving organizational goals as expected.

Motivation is a factor that can reflect the attitude and the character and behavior of people in performing their duties and functions. Motivation is one of the values that need to be internalized to all employees so that they realize that they are public servants. Thus the employees will understand the duties and functions, understand the rules and policies as well as their strong dedication to carry out the work assigned by superiors.

## **II. LITERATURE REVIEW**

### **Work Discipline**

Individual man sometimes wants to live freely, so he wanted to break away from all constraints and regulations that restrict the activities and behavior. However, besides human beings are social beings living among other individuals, in which he has accepted the need for other people's feelings.

Adjustment of each individual against everything that defined him will create a society that is orderly and free from disturbances. Similarly, life in an organization will require obedience from its members on the rules and regulations that apply to these organizations. In other words, work on employee discipline is needed, because of what the objectives of the organization will be difficult to achieve when there is no work discipline.

Discipline comes from the word disciple which means that the student, disciplinary compliance. The name was then changed into a discipline which means compliance or matters concerning discipline. Thus the meaning of discipline is an adherence to the rules, norms, standards, laws, and regulations that apply.

To carry a very heavy task that the Government would need to be increased discipline for officers. In the Government Regulation No. 53 of 2010 on the Civil Servants Disciplinary Regulations states that:

The discipline of civil servants is the ability of civil servants to comply with the obligations and avoid prohibitions specified in legislation and/or regulatory official who, if not adhered to or violated sentenced to discipline.

Anoraga (2006: 240), suggests mental discipline is the attitude of a person or group who is always willing to follow or comply with all the rules that have been determined. Sedarmayanti (2009: 222), suggests that discipline is a mental attitude that is reflected in the actions of individual behavior, group or community in the form of compliance or adherence to regulations, rules, ethics, norms, and rules that apply. Discipline can also mean self-control not to do anything that is contrary to the moral philosophy and ideology.

From personal characteristic behavior patterns of discipline, discipline requires sacrifice, among other feelings, time, enjoyment and others. Discipline is not a goal, but a means of which play a role in achieving the goals. Hasibuan (2009: 193), suggests that discipline is awareness and willingness to obey all the rules of organization and social norms in force.

Based on the foregoing, it can be concluded that the discipline itself can be measured in real form everyday example: an employee goes to work on time, officers in uniform clean and neatly correspond to specific days are applied, employees come and go according to with a predetermined time, employees can generate the amount and quality of work are satisfactory and comply ordinance work in their workplaces. Because any work performed on a regular basis can become a habit, it can be said that the people working with good habits are a disciplined person, through obedience to the rules, timely, professional, exemplary and supervision.

### **Leadership Style**

Every leader basically has different behaviors in leading his followers, the behavior of the leaders referred to the leadership style. The leadership style is a way leader influencing subordinates expressed in the form of a pattern of behavior or personality. A leader is someone who has a program and that behave together with members of the group by using means or a certain style, so the leadership has a role as a dynamic force that encourages, motivates and coordinates an organization in gets intended purpose.

The word "style" derives from the English language is "style" which means someone who always visible mode that characterizes the person. The leadership style is defined as any behavior or the way chosen and used a leader in influencing the thoughts, feelings, attitudes, and behavior of members of the organization/subordinates we realized that wherever groups of people are there should be an elder as a leader. In the organization or management, we have encountered various forms of leadership, there is a form of democracy, dictatorship or authoritarian and consultative form.

Leadership style according to Al-Masdi (2000: 61) "The leadership style is the way the leader in the face and airport staff or subordinates are usually different for every individual and may vary. All of it is to create unity in thinking and action in order to achieve organizational goals".

Leadership styles brought together a number of behaviors or style of leadership that is centered on the leader (centralized) as the sole determinant, rulers and controllers members of the organization and its activities in achieving the objectives of the organization's leadership is constituted by one needs people who referred to the need for power, as part of the needs of realization / self-actualization in the psycho-social needs that encourage (motivate) someone to do something, which is done by showing his power. Measures to meet this requirement is to try to be a leader appropriate opportunities in the organization's environment, both at the top level and the second level and below. The need for power to be dominant in a person's head after other needs are met,

Kartono (2008: 34), states that the definition of leadership style as follows: "The style of leadership is a trait, habit, temperament, character, and personality that distinguishes a leader in interacting with other people".

According to Kartono (2008: 34), stated that the indicators of leadership style as follows:

- a. Character. The nature of a very influential leader in the style of leadership to define success in being a successful leader and is determined by the ability of the leader's personality. Personal ability is a quality person with a wide range of traits, temperament or characteristics in it.
- b. Habit. Habits play a major role in leadership style as determining the movement behavior of a leader which describes the actions taken as a good leader.
- c. Temperament. Temperament is the style of a leader's behavior and his trademark way of response in interacting with others. Some leaders active temperament, while others are quiet. This description shows the variation in temperament.
- d. Character. The character of a leader who is more subjective could determine for excellence, a leader in influencing confidence, perseverance, endurance, courage.
- e. Personality. personality leader determines its success are determined by the properties/characteristics of its personality.

From the above opinion can be concluded that leadership style is the way a leader to influence and provide direction to subordinates relating to nature, habits, temperament, character, and personality that distinguishes a leader in interacting with others to achieve organizational goals.

### **Motivation**

Motivation is a factor that encourages a person to perform a certain activity, and therefore the motivation is often interpreted also as a factor driving behavior. Any activity that a person definitely has something factors that encourage such activity. Therefore, a specific activity, in general, is the person's needs and desires.

The motive is defined as causes that be a boost to one's actions, basic ideas and opinions are something that became a staple. From the definition of the motif can be derived sense as a fundamental motivation, which is an encouragement as someone to work.

Motivation can be construed and interpreted differently by each person according to the place and circumstances of each man. One between the use of the term and concept of motivation by Zainun (2004: 17), is to describe the relationship between expectations with a purpose, every person and organization want to achieve something or several goals in its activities.

Jones was quoted by Sutrisno (2009: 116), states that motivation is concerned with a process of building and maintaining behavior toward a goal. Yukl (2005: 159) argues that the motivation is the provision on the onset of motives. Can also mean things or circumstances to be the motive, so the motivation to work is something that raises the spirit or boosts employment. That is, the psychological motivation to work in so-called work morale booster. Strong and weak motivation of a person's work will determine the size of the person's accomplishments.

Sutrisno (2009: 123-124), suggests that the motivation to contain three things are very important, as follows:

- a. Motivation is directly related to the achievement of business goals and organizational goals. That is, in the organization's objectives and targets have included personal goals and objectives of the organizational members. Popularly, motivation will only be effective if the self-driven subordinates there is confidence that the goals of the organization will be achieved to achieve personal goals anyway. It is very important to get the attention because, as we know, the main driving someone enters a specific organization is a perception and expectation that by entering a specific organization that various personal interests will be protected and the various needs will be met.
- b. Motivation is a link between business processes and the satisfaction of certain needs. In other words, motivation is a high level of willingness to exert effort to achieve organizational goals. However, the willingness to exert effort was highly dependent on one's ability to satisfy various needs. The effort is a

measure of the intensity of one's whim. If someone motivated, the question will be trying hard to do something.

- c. In an effort to understand the motivation, is the internal needs is someone who is causing a particular effort to be interesting. That is a requirement which in turn led to a certain impulse in a person. Thus, it can be said that a worker who motivated actually are in an atmosphere of tension. To get rid of the tension that they conduct certain business. It is logical that individual efforts will increase if the level of tension is felt higher.

From the definition above, it can be concluded that motivation is the whole process of providing motivation through wages, salaries, administration initiatives, and with regard to self-esteem, as well as their spiritual needs, and attention to the environment in which work of subordinates so that they would work with sincerity for the sake of achievement of organizational goals with efficient and economical.

### **Employee Performance**

Performance is the result of individual employees in an organization. Achievement of organizational goals cannot be separated from the resources owned by the organization that is driven or run employees play an active role as actors in efforts to achieve these goals. Achieving maximum performance will not be separated from the leadership role in motivating subordinates in carrying out the work efficiently and effectively.

According to Lawler and Porter cited by Sutrisno (2010: 170), which states that the performance is a person's success in carrying out the task. Mohamad (2009: 25) suggests that the performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization. While Widodo (2006: 78), suggests that the performance is an activity and refine them in accordance with his responsibilities with the expected results.

Agencies as an organization have the goal of which is to produce results. Organizations can operate as an activity or activities are undertaken by employees who are in the organization. According to Prawirosentono cited by Sutrisno (2010: 176-178), factors that affect the performance of employees is as follows:

#### **a. Effectiveness and Efficiency**

In conjunction with the performance of the organization, the size of the good and bad performance is measured by the effectiveness and efficiency. The problem is how the process of organizational efficiency and effectiveness. Is said to be effective when it reaches the destination, said efficient if it is satisfactory as the driving purpose, regardless of whether effective or not. That is, the effectiveness of the group (organization) if the purpose of these groups may be achieved in accordance with the planned needs. While efficient with regard to the number of issued sacrifice in order to achieve organizational goals. In order to achieve the desired goals of the organization, one that needs attention are matters relating to the powers and responsibilities of participants who support the organization.

#### **b. Authority and Responsibility**

In a good organization, the authority and responsibility have been delegated properly, without overlapping tasks. Each employee in the organization knows what the rights and responsibilities in order to achieve organizational goals. Clarity of authority and responsibility of everyone in an organization will support the performance of employees. Employee performance will be realized if employees are committed to the organization and supported by high working discipline.

#### **c. Discipline**

In general, discipline shows a state or reverence that is in the employee organization of regulatory provisions. Discipline includes obedience and respect for the agreements made between the organization and employees. Thus when the rules or regulations that exist within the organization often ignored or violated, the employee has poor discipline. Conversely, if an employee is subject to the statutes of the organization, describes the condition of good discipline. Discipline is also closely related to the sanctions need to be imposed on the offending party. In the case of a violating the rules of the organization, the employee concerned should be able to accept the punishment that has been agreed upon. The discipline problems that exist in the organization both superiors and subordinates gave a complexion to organizational performance. The organizational performance will be achieved if the performance of the individual and the group's performance improved. It required the initiative of employees in performing the task.

#### **d. Initiative**

Initiatives someone related to thinking, creativity in the form of the idea to plan something related to organizational goals. Each initiative should receive attention or positive feedback from superiors if she did a good boss. The bad boss will always prevent the initiative of subordinates, the more subordinate the less favored. If your boss always blocks any initiative, without reward in the form of clear arguments and support the cause the organization will lose energy or impetus to move forward. In other words, the initiative of employees

in the organization is a driving force of progress that ultimately will affect the performance. Here, it seems clear that the notion of performance was more narrow in nature, ie only with respect to what is produced by someone of his behavior.

From the above definition can be concluded employee performance is the result of work that can be achieved by an employee or group of employees in an organization through the quality of work, quantity of work, discipline, punctuality and responsibility respectively, in order to achieve the objectives of the organization in question legally, there breaking the law and in accordance with moral and ethical.

### III. RESEARCH METHODS

#### Research Design

This research uses explanatory approach analysis, ie each of the variables stated in the hypothesis observed by testing the causal relationship between the independent variable on the dependent variable, as well as mediating variables in this case is the motivation, as observed variables capable of mediating direct relationship of independent variables (work discipline and leadership style) on the dependent variable (performance of employees). The influence of mediating variables that can strengthen or weaken the relationship between the dependent and independent variables. The phenomenon was created as a variable, where motivation as mediating variables that will be tested through interaction test.

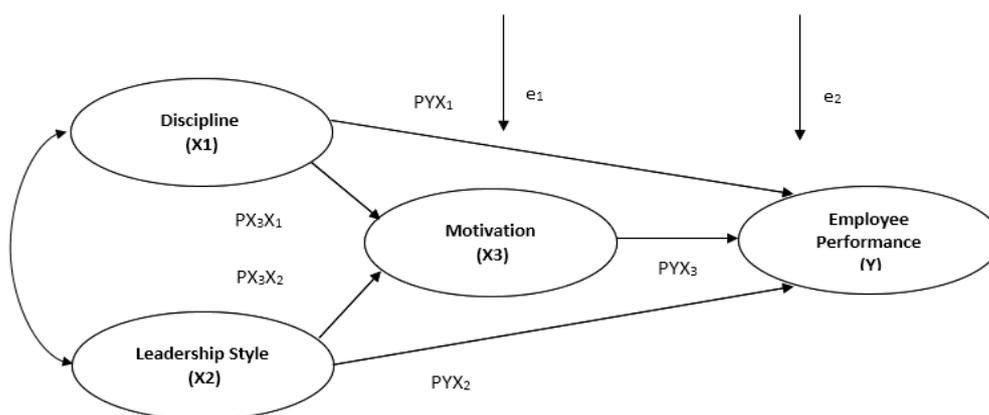


Figure 1. Design Research

#### Population and Sample

##### 1. Population

In general, the population is meant parts of generalization which consist of object/subject that has certain qualities and characteristics, Sugiyono (2009: 115). The population in this study were employees at the Regional Office of the Ministry of Justice and Human Rights of Bangka Belitung as many as 32 people.

##### 2. Samples

According to Sugiyono (2009: 116), the sample is generally the portion of the number and characteristics possessed by this population. In this study the sampling technique used is saturated ie sampling technique when all members of the study sample population are used as a sample, this is often done when the number of relatively small populations. Another term saturated sample is all, in which all members of the population used as a sample.

#### Types and Sources of Data

Types and sources of data used in this study are primary data. Primary data is data derived from the original source or the first. In this study obtained data derived from the deployment of questionnaires to employees of the Regional Office of the Ministry of Justice and Human Rights of the Bangka Belitung.

#### Data Collection Technique

The technique used to collect data and materials are required, which is a technique Questionnaire / Questionnaire, is a technique for collecting the data by using the instrument of collecting data, wherein the data collector to respondents (source data) does not occur interview and face to face. Data collection techniques performed by providing a sheet of questions to the respondent. This method is used to obtain the necessary primary data as the basis for analysis.

#### Data Processing Techniques

##### 1. Validity and Reliability

To obtain good results it is necessary to study the data backed up good results. As for whether or not the data is dependent on the data collection instruments. Good data instrument must meet two important conditions that are valid and reliable so it is necessary to test the validity and reliability.

#### IV. RESULTS AND DISCUSSION

##### 1. Validity Test

Validity testing is done to test whether each item statement has represented the indicators that will be investigated. The validity of these measurements can be seen in SPSS Version 20. Validity test is done by looking at the correlation between the scores of each item questions with a total score. According to Sugiyono (2009), is usually the minimum requirement to be considered valid is  $r = 0,30$ , so if the correlation ( $r$ ) the instrument is less than  $0,30$  then declared invalid. From the calculation of the correlation coefficient score of each item on the statement of work discipline variables of 32 respondents to the number of representations of each variable by 15 statement.

##### a. Validity Variable Work Discipline

From the calculation of the correlation coefficient score of each item statement of work discipline variable from 32 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 1. Test Validity Variable Work Discipline

Item	R-arithmetic	R-critical	Information
1	0.420	0.30	valid
2	0.511	0.30	valid
3	0.428	0.30	valid
4	0.520	0.30	valid
5	0.549	0.30	valid
6	0.489	0.30	valid
7	0.524	0.30	valid
8	0.589	0.30	valid
9	0.639	0.30	valid
10	0.616	0.30	valid
11	0.421	0.30	valid
12	0.530	0.30	valid
13	0.535	0.30	valid
14	0.586	0.30	valid
15	0.493	0.30	valid

Source: Processed SPSS Version 20:00

Based on the above table it can be seen that the entire value of the 15 point statement on the results of work discipline variables valid.

##### b. Validity Variable Leadership Style

From the calculation of the correlation coefficient score of each item statement leadership style variable from 32 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 2. Validity Variable Leadership Style

Item	R-arithmetic	R-critical	Information
1	0.591	0.30	valid
2	0.513	0.30	valid
3	0.400	0.30	valid
4	0.434	0.30	valid
5	0.465	0.30	valid
6	0.458	0.30	valid
7	0.525	0.30	valid
8	0.440	0.30	valid
9	0.525	0.30	valid
10	0.478	0.30	valid
11	0.438	0.30	valid
12	0.521	0.30	valid
13	0.447	0.30	valid
14	0.647	0.30	valid
15	0.495	0.30	valid

Source: Processed SPSS Version 20:00

Based on the above table it can be seen that the entire value of the 15 point statement on the leadership style variable results is valid.

**c. Validity Test Variables Motivation**

From the calculation of the correlation coefficient score of each item statement motivation variable of 32 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

**Table 3. Variable Motivation Test Validity**

Item	R-arithmetic	R-critical	Information
1	0.346	0.30	valid
2	0.496	0.30	valid
3	0.518	0.30	valid
4	0.394	0.30	valid
5	0.376	0.30	valid
6	0.386	0.30	valid
7	0.440	0.30	valid
8	0.359	0.30	valid
9	0.382	0.30	valid
10	0.535	0.30	valid
11	0.373	0.30	valid
12	0.392	0.30	valid
13	0.542	0.30	valid
14	0.328	0.30	valid
15	0.402	0.30	valid

Source: Processed SPSS Version 20:00

Based on the above table it can be seen that the entire value of the 15 point statement on the leadership style variable results is valid.

**d. Validity Variable Employee Performance**

From the calculation of the correlation coefficient score of each employee's performance variable point statement of 32 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

**Table 4. Variable Employee Performance Test Validity**

Item	R-arithmetic	R-critical	Information
1	0.488	0.30	valid
2	0.541	0.30	valid
3	0.406	0.30	valid
4	0.383	0.30	valid
5	0.523	0.30	valid
6	0.610	0.30	valid
7	0.517	0.30	valid
8	0.474	0.30	valid
9	0.582	0.30	valid
10	0.562	0.30	valid
11	0.535	0.30	valid
12	0.533	0.30	valid
13	0.449	0.30	valid
14	0.607	0.30	valid
15	0.542	0.30	valid

Source: Processed SPSS Version 20:00

Based on the above table it can be seen that the entire value of the 15 point statement on the results of valid employee performance variables.

**2. Test Reliability**

Furthermore, the reliability test performed to determine the extent of reliable and consistent measurement. While the reliability test on the occasion of this research is done by using the Cronbach Alpha formula. This formula is the value of reliability with the search procedure does not require splitting items into two groups, then the measurement results with Cronbach Alpha formula will be compared with a standard value

of reliability with an error (5%) it is based on the opinion of Nunnally (1978). It is known that if all variables have alpha above 0,60 means that all variables can be relied upon. Here is a reliability test of each variable research undertaken.

Based on the results of data processing using SPSS version 20.00 the instrument reliability test results obtained as follows:

**Table 5. Reliability Test Results Variable Instrument Research**

Variables	Cronbach Alpha ( $\alpha$ )	Information
Work Discipline (X1)	0.810	Reliable
Leadership Style (X2)	0.776	Reliable
Motivation (X3)	0.618	Reliable
Employee Performance (Y)	0.802	Reliable

## V. DISCUSSION

### 1. Work discipline influence on employee performance partial

The analysis results of work discipline on employee performance can be partially seen in the following table.

**Table 6. Regression Equations Discipline Work on Employee Performance**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	15.650	6.870		2,278	,030
	Work Discipline	,728	,111	,768	6.571	,000

a. Dependent Variable: Employee Performance

The structural equation of the above data can be formulated as follows:

$$\hat{Y} = 768 X_1$$

Based on the above table it is known that the beta coefficient of labor discipline by 0.768, t value of 6.571 and a significance value of 0.000. The significance value smaller than 0.05, it means that the work discipline variables affect the performance of employees partially. The amount of labor discipline influence on employee performance can be seen in the table below.

**Table 7. Correlation Discipline Work on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,768a	,590	,576	4.20494

a. Predictors: (Constant), Work-Discipline

From the table above a known value of R Square of 0.590, meaning that the work discipline variables influence the performance of employees and the remaining 59.0% is influenced by other variables outside of this study.

### 2. Influence of leadership style on employee performance partial

The analysis results of leadership style on employee performance can be partially seen in the following table.

**Table 8. Regression Equations Styles of Leadership on Employee Performance**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	14.114	7.490		1,884	,069
	Leadership Style	,764	,123	,751	6.230	,000

a. Dependent Variable: Employee Performance

The structural equation of the above data can be formulated as follows:

$$\hat{Y} = 751 X_2$$

Based on the above table it is known that the beta coefficient leadership style at 0.751, t value of 6.230 and a significance value of 0.000. The significance value smaller than 0.05, it means that the leadership style variable effect on employee performance partially. The magnitude of the effect of leadership style on employee performance can be seen in the table below.

**Table 9. Correlation Styles of Leadership on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751a	.564	.550	4.33631
a. Predictors: (Constant), Leadership Style				

From the table above a known value of R Square of 0.564, meaning that leadership style variable influence on employee performance of 56.4% and the rest influenced by other variables outside of this study.

### 3. Effect of motivation on employee performance partial

The results of the analysis of the effect of motivation on employee performance can be partially seen in the following table.

**Table 10. Regression Equations Motivation to employee performance**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients beta	t	Sig.
		B	Std. Error			
1	(Constant)	2.158	12.183		.177	.861
	Motivation	.918	.191	.659	4,804	.000
a. Dependent Variable: Employee Performance						

The structural equation of the above data can be formulated as follows:

$$\hat{Y} = 659 X_3$$

Based on the above table it is known that the motivation beta coefficient of 0.659, t value of 4.804 and a significance value of 0.000. The significance value smaller than 0.05, it means that the motivation variable influence employee performance partially. The magnitude of the effect of motivation on employee performance can be seen in the table below.

**Table 11. Correlation Motivation on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659a	.435	.416	4.93753
a. Predictors: (Constant), Motivation				

From the table above a known value of R Square of 0.435, meaning that the motivation variable influence on employee performance of 43.5% and the rest influenced by other variables outside of this study.

### 4. Effect of work discipline, leadership styles and motivation on employee performance simultaneously

The analysis results of work discipline, leadership and motivation on employee performance simultaneously can be seen in the following table.

**Table 12. Regression Equations Work Discipline, Leadership Styles, and Motivation on Employee Performance**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients beta	t	Sig.
		B	Std. Error			
1	(Constant)	-9.187	9,003		-1.202	.316
	Work Discipline	.382	.159	.403	2,407	.002
	Leadership Style	.258	.174	.254	1,483	.001
	Motivation	.479	.160	.344	2,995	.002
a. Dependent Variable: Employee Performance						

The structural equation of the above data can be formulated as follows:

$$\hat{Y} = 0.403 X_1 + 0.254 + 0.344 X_2 X_3$$

**Table 13. Value of F Work Discipline, Leadership Styles, and Motivation on Employee Performance**

ANOVAa						
Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	941.229	3	313.743	24.905	,000 b
	Residual	352.739	28	12.598		
	Total	1293.969	31			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Motivation, Leadership Style, Discipline						

According to the table above is known that the calculated F value of 24.905 and significance of 0.000. The significance value smaller than 0.05, this means that the variable work discipline, leadership and motivation effect on the performance of employees simultaneously. The magnitude of the effect of labor discipline, leadership and motivation on employee performance can be seen in the table below.

**Table 14. Correlation Work Discipline, Leadership Styles, and Motivation on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853a	.727	.698	3.54934
a. Predictors: (Constant), Motivation, Leadership Style, Discipline				

From the table above a known value of R Square of 0.727, meaning that the effect of variable labor discipline, leadership, and motivation on employee performance amounted to 72.7% and the rest influenced by other variables outside of this study.

**5. Work discipline influence on employee performance through motivation partial**

The analysis results of work discipline on employee performance through partial motivation can be seen in the following table.

**Table 15. Effect Discipline Work on Employee Performance Through Motivation**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	44.024	6.819		6.456	,000
	Work discipline	,318	,110	,466	2.887	,007
a. Dependent Variable: Motivation						

Based on previous data it is known that the influence of discipline on the performance of employees is 0.768. The influence of labor discipline on the performance of employees through motivation is  $0.466 \times 0.659 = 0.307$ . In this case it is known that the direct effect of labor discipline on employee performance is greater when compared to the indirect influence through motivation, namely  $0.768 > 0.307$ , so it can be said that the variables of motivation are not as mediating variables.

**6. Influence of leadership style on employee performance through motivation partial**

The analysis results of leadership style on employee performance through partial motivation can be seen in the following table.

**Table 16. Effect Styles of Leadership on Employee Performance Through Motivation**

Coefficients						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
a. Dependent Variable: Motivation						

1	(Constant)	41.342	7.051		5,863	,000
	Leadership Style	,366	,115	,501	3.172	,000
a. Dependent Variable: Motivation						

Based on previous data it is known that the influence of leadership style on the performance of employees is 0,751. The effect of leadership style on employee performance through motivation is  $0.501 \times 0.659 = 0.330$ . In this case it is known that the direct effect of leadership style on employee performance is greater when compared to the indirect influence through motivation, namely  $0.751 > 0.330$ , so it can be said that the variables of motivation are not as mediating variables.

## VI. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. Partially work discipline resulted in strong positive influence and significant impact on employee performance with a correlation of 0.768.
2. Partially style of leadership generates strong positive influence and significant impact on employee performance with a correlation of 0.751.
3. Partially motivation to generate strong positive influence and significant impact on employee performance with a correlation of 0.659.
4. Simultaneously, work discipline, leadership, and motivation generate strong positive influence and significant impact on employee performance with a correlation of 0.853.
5. The influence of labor discipline on the performance of employees through motivation is  $0.466 \times 0.659 = 0.307$ . While the influence of labor discipline on the performance of employees is 0.768. In this case the direct influence of labor discipline on employee performance is greater when compared to the indirect influence through motivation, namely  $0.768 > 0.307$ , so it can be said that the variables of motivation are not as mediating variables.
6. The influence of leadership style on employee performance through motivation is  $0.501 \times 0.659 = 0.330$ . While the influence of leadership style on the performance of employees is 0,751. In this case it is known that the direct effect of leadership style on employee performance is greater when compared to the indirect influence through motivation, namely  $0.751 > 0.303$ , so it can be said that the variables of motivation are not as mediating variables.

### Recommendations

1. To improve labor discipline need for firmness sanctions that have been set as a warning against employees who violate the standards that have been established within an organization.
2. In terms of leadership style improvements suggested that the leadership has the ability to influence and mobilize competent subordinates to want to do the work in accordance with his orders. This is necessary in order to smooth the implementation of the planned work activities. Good leaders need to make a persuasive approach to subordinates and a good leader is a leader who will hear the complaints of subordinates.
3. Improved employee motivation pursued with appropriate remuneration to performance, incentives for work, pay attention to the welfare of employees, meet the psychological needs of employees, pay attention to employee workplace environments and give employees the opportunity to advance, so as to encourage employees to work spirit.
4. Suggested employee performance needs to be improved by providing job skills training so that employees can meet the performance requirements of formal jobs that have been set by the organization.

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