

## **The Contribution of Leadership and Work Motivation to Employee Work Discipline**

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### **Abstract**

*Based on observations in the field, it is illustrated that employee work discipline is still not optimal. This is thought to have something to do with leadership and work motivation possessed by employees. Therefore it is necessary to do research to test the truth. This study aims to reveal the contribution of leadership and work motivation to employee work discipline at the Office of the Education Office of the City of Bukittinggi. The hypotheses put forward in this study are: (1) leadership contributes to employee work discipline, (2) work motivation contributes to employee work discipline, (3) leadership and work motivation jointly contribute to employee work discipline. The population in this study were all employees at the Education and Culture Office of the City of Bukittinggi, a total of 90 people consisting of 70 undergraduates and 20 masters. The research sample consisted of 63 people who were taken using a stratified proportional random sampling technique. The research instrument used is the rating scale and the Likert Scale model questionnaire which has been tested for its validity and reliability. The research data were analyzed using correlation and regression techniques. The results of the data analysis show that: (1) leadership contributes to employee work discipline by 13.9%, (2) work motivation contributes to employee work discipline by 68.6%, (3) leadership and work motivation jointly contribute to employee work discipline of 78.9%. The achievement level of the employee work discipline score of 87.27% is in the high category, and for leadership 82.68% is in the good category while for teacher work motivation 85.48 of the ideal score is in the high category. The findings above imply that leadership and work motivation are two factors that can improve employee work discipline, apart from other factors*

**Keywords:** *Contribution of Leadership, Work Motivation, Work Discipline*

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## **INTRODUCTION**

Human resources (HR) is a resource that is needed by an organization. Whatever the form and purpose, an organization is founded based on a vision for the common good and in carrying out its mission it is managed and managed by humans. Without a qualified workforce or employees, organizational goals cannot be achieved properly. Organization is carried out in a system consisting of activities that are carried out regularly and repeatedly by a group of people to achieve common goals. To achieve this goal, an organization must be supported by good quality resources in the form of material, capital and human beings.

The human resources in question are employees who work in these government agencies. In article 3 paragraph 1 of Law Number 43 of 1999 it is stated that Civil Servants have the status of state apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in carrying out state tasks and development.

Civil servants are people who are employed by government agencies to provide public services. For this reason, civil servants have an important role in serving the community. Referring to Article 12 of Law Number 5 of 2014, ASN employees (PNS and PPPK) play the role of planners, executors, and supervisors of the implementation of general government and national development tasks through the implementation of policies and public services that are professional, free from political intervention, and clean from practices. corruption, collusion and nepotism. The success of civil servants in carrying out their duties and responsibilities as

servants of the State is determined by many factors. One factor that is very important is the discipline in work. As stated by (Nurhizrah, 2021); Pranatasari & Khotimah (2021); and Rima (2018) that work discipline is the most important operative function of human resource management, because the better the employee work discipline, the easier it is for the organization to achieve its goals; vice versa.

Employee work discipline can be interpreted as employee obedience and or obedience to the rules or conditions that have been set in carrying out their duties and responsibilities (Gistituati, 2021; Sudarma, 2014; Hoy & Miskel, 2013). In its application, work discipline places more emphasis on the element of individual awareness to follow the regulations that apply within the organization (Susilarningsih, 2008; Jepry & Mardika, 2020; Pranitasari & Khotimah, 2021). Obedience and or compliance of employees with the rules that apply in carrying out their work is very important for the organization. Many studies have proven that work discipline has a significant effect on its performance, and also on the success of the organization in achieving its goals (Lincyanata & Apriono, 2003; Prawatya & Rahardjo, 2012; Baskoro, 2014; Pangarso & Susanti, 2016; Aspiyah & Martono, 2016). From the results of this study it was concluded that employees who have high work discipline will be able to achieve maximum work productivity; and conversely, employees who are not disciplined will result in neglected work or not as expected.

Work discipline is not only beneficial for achieving organizational goals, but also for the employees themselves because work discipline can encourage work passion and employee morale. As stated by Sinambela (2016) that discipline is also useful for educating employees to obey and comply with existing rules, procedures and policies so as to produce good performance.

From the description above it can be concluded that employee work discipline greatly determines organizational productivity. However, from the results of research that has been carried out, it is found that the work discipline of employees is not as expected (Syarkani, 2017; Divine, 2017; Jefri & Mardika, 2020; and Pranitasari & Nabihati, 2019). From the initial study conducted at the Education and Culture Office of the City of Bukittinggi, it was also found that the discipline of employees or employees was not optimal. This can be seen from the level of employee attendance, as shown in Table 1.

In table 1 it can be seen that the average attendance of the Office of Education and Culture office staff of the City of Bukittinggi is 88.56% in 2021. This is because every month there are employees who work outside and there are employees who take leave every month. There were some who had permission, were sick and in January, February, March, May, June, July, August, September, October, November and December there were employees without any explanation. This happened to 2 employees who did not enter without explanation every month except April, there were employees who went home quickly and were late every month.

**Table 1 Presentation Level of Employee Attendance at the Education and Culture Office of the City of Bukittinggi in 2021**

Month	Present %	Permission %	Sick %	Without explanation %	Outstation %	Paid leave %	Fast Go home %	Late	Total %
January	87.90%	5%	0.50%	0.50%	0.20%	2%	0.9%	3%	100%
February	92.60%	4%	0%	0.50%	0.40%	0.30%	1.3%	0.9%	100%

<b>March</b>	86.30%	5%	0%	0.40%	5.20%	0.30%	0.4%	2.40%	100%
<b>April</b>	93.10%	1%	1.70%	0%	2.30%	0.50%	0.2%	1.20%	100%
<b>May</b>	91.50%	1%	0.30%	2%	0.60%	0.70%	1.9%	2%	100%
<b>June</b>	88.70%	2%	0%	0.90%	2.50%	1.40%	2.8%	1.70%	100%
<b>July</b>	85.70%	1%	1.10%	1.90%	2.50%	1.60%	5.2%	1%	100%
<b>August</b>	88.00%	0%	0.20%	0.90%	2.50%	1.90%	3.1%	3.40%	100%
<b>September</b>	88.90%	2%	0%	0.40%	3.40%	1.70%	1.3%	2.30%	100%
<b>October</b>	85.90%	3%	0%	0.50%	6.10%	1.60%	1.0%	1.90%	100%
<b>November</b>	84.80%	3%	0%	0.50%	7.20%	1.20%	2.1%	1.20%	100%
<b>December</b>	89.30%	0%	0.20%	1.90%	3.50%	1.10%	1.3%	2.70%	100%
<b>Average</b>	88.56%								

**Source: Education and Culture Office of the City of Bukittinggi**

Given the importance of employee work discipline for organizational success; it is necessary to do research on the work discipline of the employees of the Education and Culture Office of the City of Bukittinggi. Therefore, this study was designed to look further at the work discipline of the employees of the Education and Culture Office of the City of Bukittinggi, and what factors influence it.

## RESEARCH METHODS

This research uses a correlational quantitative method with the type of research "ex post facto" in which ex post facto research is an attempt to explore by not manipulating conditions. With this method is intended to investigate and analyze the factors that are suspected to be the cause of the incident. The population of this study were all employees at the Education and Culture Office of the City of Bukittinggi with a total population of 90 employees consisting of 70 employees with undergraduate education (S1) and 20 masters (S2). Sampling will be carried out using a stratified proportional random sampling technique. Through this technique it is hoped that samples will be obtained in accordance with the proportions of each group. To determine the number of samples suitable for this study,

The instrument used for data collection for the three research variables was a questionnaire prepared using the Likert scale model with 5 alternative answers, namely Always (SL), Often (SR), Sometimes - Sometimes (KD), Rarely (JR), and Never ( TP). The data collection technique used in the research conducted is a questionnaire or questionnaire. The research data were analyzed using correlation and regression formulas. Data analysis was performed with the help of the SPSS 24.0 computer program.

## RESULTS AND DISCUSSION

Based on the results of data analysis and the level of achievement of employee responses at the Bukittinggi City Education Office in general, the results show that in the work discipline variable employees are at an achievement level of 87.27% with the interpretation of "high" and leadership is at an achievement level of 82.68 % with a "good" interpretation, then

for the work motivation variable it is at an achievement level of 85.48 with a "high" interpretation.

The findings of this study are different from the results of the initial observations that the researchers made. Preliminary observations found that the work discipline of employees at the Education and Culture Office of the City of Bukittinggi was still not good. Differences in research findings with initial observation findings occur because the results of measurements carried out based on observations alone or without valid and reliable instruments are not strong enough to be used as a basis for generalization, so it is necessary to carry out systematic research in accordance with procedures, to obtain empirical evidence and truth. .

The results of data analysis and hypothesis testing show that the three hypotheses tested in this study are acceptable. The results of data analysis show that leadership and work motivation either individually or jointly have a significant contribution or role in improving employee work discipline at the Office of Education and Culture of the City of Bukittinggi. For more details, the following will discuss the research findings in detail.

### **Leadership Contribution to Employee Work Discipline**

From the results of the study it was found that the leadership variable contributed significantly to employee work discipline by 13.9%. This means that leadership can be used as a tool to predict employee work discipline. In other words, employee work discipline can be determined by leadership at 13.9%. The better the leadership shown, the better the work discipline of employees.

These findings support the theory put forward by Hutauruk (2019) which states that a good leader is a person who is a role model for creating a conducive work environment through upholding work discipline so that the smoothness and success of activities and organizational goals are maximized.

Based on the results of the descriptive analysis, it can be seen that leadership is in the "good" category with an average score of 82.68% of the ideal score. Meanwhile, when viewed from each research indicator, it can be seen that the indicator with the highest level of achievement score is the first indicator, namely directing those in the good category (86.33% of the ideal score), while for the indicator with the lowest level of response achievement is the fifth indicator, namely guiding which is in the pretty good category (78.80% of the ideal score). It turns out that of the five leadership indicators analyzed it is known that the five indicators are still in the good category.

This gives the meaning that leadership in the Office of Education and Culture of the City of Bukittinggi has been carried out properly by the head of the service. By being in the good category, a service head needs to improve his leadership so that it becomes a very good category. This means that if the leadership carried out by the head of service has been carried out properly then this will have a positive influence on employee work discipline

### **Work Motivation Contribution to Employee Work Discipline**

The results of this study also found that work motivation contributed significantly to employee work discipline (Y) at the Education and Culture Office of the City of Bukittinggi by 68.6%. This means that work motivation can be used as a tool to predict employee work discipline. In other words, employee work discipline can be determined by work motivation of 68.6%. The better the employee's work motivation, the better the work discipline.

Descriptive analysis shows that the work motivation of employees at the Bukittinggi City Education Office is already in the high category with an average score of 85.48% of the ideal score. Furthermore, when viewed from each indicator it appears that the indicator with

the highest level of achievement score is the second indicator, namely achievement in the high category (88.97% of the ideal score), then the indicator with the lowest level of achievement score is the fourth indicator, namely independence which is in the high category (81.83% of the ideal score).

The results of this descriptive analysis indicate that the work motivation of employees at the Education and Culture Office of the City of Bukittinggi needs to be improved or improved in a better direction so that the category becomes very high. This is because an increase in work motivation can also increase employee work discipline in accordance with the results of this study which state that work motivation has a role in increasing employee work discipline. This is also reinforced by what was said (Nuruh, 2017) states that work motivation has a positive effect on work discipline. Then Badri (2011) said that the existence of work motivation can encourage someone to start working behavior, according to a certain format, direction, intensity and period of time.

Thus it can be stated that work motivation is also a determinant of whether or not employee work discipline is good or bad, so it can be interpreted that increasing employee work discipline can be done by increasing work motivation.

### **The Contribution of Leadership and Work Motivation Together to Employee Work Discipline**

The results of this study's data analysis indicate that the leadership variable and work motivation variable together contribute to the employee discipline variable. The magnitude of the contribution of the two variables jointly to employee work discipline is 78.9%, the remaining 21.1% is the contribution of other variables that affect employee work discipline in the Office of Education and Culture of the City of Bukittinggi which was not studied in this study. In other words, employee work discipline can be determined by the leadership exercised by the head of the service and work motivation of 78.9%. The better the leadership carried out by the head of the department and the higher the employee's work motivation, the better the employee's work discipline.

Furthermore, data analysis shows that employee work discipline is significantly influenced by leadership and employee motivation, both individually and collectively. The variables of leadership and work motivation are two very important factors because they can affect employee work discipline. In carrying out their duties, employees are required to have high work motivation in order to actualize their potential so that they can excel. The higher the work motivation of an employee will be able to improve his work discipline.

Thus it can be seen that the leadership and work motivation possessed by employees can be a determinant of employee work discipline, so that these two variables can be used to improve employee work discipline.

## **CONCLUSION**

Based on the results of the analysis in CHAPTER IV, it can be concluded as follows: (1) Leadership contributes significantly to employee work discipline by 13.9%. This means that 13.9% of the variance that occurs in employee work discipline is a contribution from the leadership variable. Then based on the results of each data processing, the score for the highest level of achievement indicators (86.33%) in the "good" category is directing. Furthermore, the score of the lowest achievement level indicator is guiding (78.80%) in the "good enough" category. In general, the achievement level of the leadership score is 82.68% in the "good"

category. This means that the better the leadership shown, the higher the work discipline of employees; (2) Work motivation contributes significantly to employee work discipline by 68.6%. Furthermore, the results of the analysis of the description of the variable data on employee work motivation at the Office of Education and Culture of the City of Bukittinggi are generally known to be still in the high category with a score of 85.48% of the ideal score. Then based on the data processing of each variable the score of the highest level of achievement indicators (88.97%) in the "high" category is achievement. Furthermore, the score of the lowest achievement level indicator is independence (81.83%) in the "high" category. In general, the level of achievement of employee motivation scores is 85.48% in the "high" category. This means that the higher the work motivation, the higher the work discipline of employees; (3) Leadership and work motivation together contribute to employee work discipline of 78.9%. This value is smaller than the sum of the percentage contributions between leadership and work motivation. This is due to the intersection of indicators from each variable. If these two independent variables are getting better, the employee's work discipline will also be getting better.

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