

The Influence of Leadership, Motivation and Discipline on Employee Achievement (Study in the Public Relations Section of the Regional Secretariat of Malang Regency)

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ABSTRACT

An organization is a social unit that is consciously coordinated, with relatively identifiable boundaries, working continuously to achieve goals. So that every individual in the organization is required to improve their performance. The aim of this research is to determine the simultaneous, partial and dominant influence of leadership, motivation and discipline on the work performance of Public Relations Employees of the Regional Secretariat of Malang Regency. The population in this study were all employees of the Public Relations Section of the Regional Secretariat of Malang Regency, totalling 3-5 employees, while the research sample was 33 employees because the head of the section and researchers as heads of the sub-section of reporting, news and press collaboration were not used as respondents. The analysis used multiple regression. The results of the research show that simultaneously and partially the variables of leadership, motivation and discipline have a significant influence on the work performance of Malang Regency Regional Secretariat Public Relations Employees, while discipline is the variable that dominantly influences employee performance. The Public Relations Section of the Regional Secretariat of Malang Regency should develop policies that follow a new paradigm to increase work motivation with rewards given to employees both in development, education and experience with the skills they have, in addition to providing incentives it should be adjusted to the level of work, ability and expertise in carrying out work, apart from that there is a policy for further study and promotion for employees who excel.

Keywords: *Leadership, Motivation, Discipline and Employee Work Performance.*

1. INTRODUCTION

An organization is a social unit that is consciously coordinated, with relatively identifiable boundaries, working continuously to achieve goals (Robbins, 2006). As a result of interactions with individual characteristics and many interests that shape lifestyle, behavior patterns and work ethics, all of which will characterize the condition of an organization. So that each individual in the organization cannot be separated from the essence of the cultural values they adhere to, which will ultimately synergize with organizational tools, technology, systems, strategies and leadership lifestyles. So the interaction pattern of human resources in the organization must be balanced and harmonized so that the organization can continue to exist.

Of the human resources in an organization, leaders play an important role, because they have the influence and ability to mobilize people in accordance with effective organizational goals. In general, the success or failure of an organization depends on a leader, where the leader's abilities and skills are the backbone. organization, they make changes to advance and encourage the company to achieve its goals as much as possible.

Leadership is defined "as the ability to use influence and motivate individuals to achieve organizational goals" (Gibson *et.al* 2006). The ability to influence will determine the methods used by employees to achieve work results. This is based on the argument that a leader has the authority to plan, direct, coordinate and supervise employee behavior. Organizational leaders can influence behavior by creating organizational systems and processes that suit individual needs, group needs and organizational needs.

Leadership styles are various behavioral patterns preferred by leaders in the process of directing and influencing workers. From this understanding, it is revealed that what superiors do has an influence on subordinates, which can arouse work enthusiasm and enthusiasm and vice versa. Ogbonna and Harris *in* Saputra (2011) research shows that leadership that is played well by a leader is able to motivate employees to work better, this will make employees more careful in trying to achieve the targets expected by the company, this has an impact on their performance. Susanty and

Baskoro (2012) found evidence that leadership style has a significant positive influence on the performance of PT employees. PLN (Persero) APD Semarang.

Work motivation contributes to employee performance. Work motivation is a process that causes someone to have the desire to achieve certain goals related to their work, Luthans (2023) gives individuals the strength to be encouraged to do something, Griffin (2023), not only that, employees who are motivated have a strong determination to achieve the desired results, Needs arise or are created when there is a perceived imbalance between what is owned and what according to the perception of the person concerned should be able to be owned, both in a physiological and psychological sense. Efforts to overcome imbalances usually give rise to encouragement, meaning encouragement is a directed effort to fulfill them. Thus, it can be said that encouragement as the second aspect of motivation is oriented towards certain actions that are consciously carried out by a person.

Encouragement can come from within a person or from outside the person himself. The driving force outside a person must be generated by the leader and in order for things outside the person to influence him, the leader must choose various means or tools that suit that person. This action-oriented impulse is actually the core of motivation because if there is no action, the imbalance situation faced by a person will never be resolved.

Saputra, Hermani and Widayanto (2011) concluded that work motivation and work discipline influence employee performance. Likewise, Murty and Hudiwinarsih (2012) found evidence that motivation has a significant effect on employee performance

Apart from leadership and motivation, work discipline contributes to employee performance. According to Hasibuan (2006) discipline is "a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness here is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. Meanwhile, willingness is a person's attitude, behavior and actions that are in accordance with company regulations, whether written or not."

Obedience in implementing the rules determined or expected by the organization or company in working, with the aim that workers carry out their duties in an orderly and smooth manner, including restraint from committing acts that deviate from the regulations. A person who has discipline tends to work in accordance with the regulations and obligations imposed on him. So at least disciplined people can minimize the occurrence of sanctions or punishments due to violations of regulations. Saputra, Hermani and Widayanto (2011) concluded that work discipline influences employee performance. Likewise, Susanty and Baskoro (2012) found evidence that work discipline has a significant positive influence on the performance of PT employees. PLN (Persero) APD Semarang.

The Public Relations Section of the Regional Secretary of Malang Regency was formed based on Government Regulation Number 41 of 2007, concerning the organization of Regional Apparatus and Regional Regulation Number 01 of 2008 concerning the Organization of Regional Apparatus and Malang Regent Regulation Number 3 of 2008 concerning the Organization of Regional Apparatus of the Regional Secretariat and Regent Regulation Number 43 of 2008. 2008 concerning Coordination across Regional Apparatus Organizations.

Based on Regional Regulation Number 1 of 2008, the Public Relations Section is located under the guidance and coordination of the Malang Regency Regional Secretariat Administrative Assistant, led by a Head of the Public Relations Section, and supervises three Sub-Division Heads, namely the Information Collection and Processing Sub-Section, the Reporting-Reporting Sub-Section and Press Cooperation, and Publication and Documentation Sub-Section.

Because it is a unit or system, if one of the elements cannot carry out the tasks assigned to it then the Public Relations Department program cannot run effectively and efficiently. As an element that carries out some of the Regional Secretary's duties in fostering public relations, documenting and processing information, implementing and responding to public policies in the internal and community environment as well as carrying out other public relations duties, it will be a difficult task for the leadership to coordinate its subordinates to carry out tasks that must be done. This is because each employee has different behavior from one another, so the employee's level of discipline also varies.

2. OBJECTIVE

Based on the background that has been described, the aim will be achieved in this research is to analyze and interpret simultaneously and partially the influence of leadership, motivation and discipline on the work performance of Public Relations Employees. Regional Secretariat Malang Regency. In addition, to analyze and interpret the leadership, motivation and discipline variables that dominantly influence the work performance of Public Relations Employees Regional Secretariat Malang Regency.

3. METHOD

3.1. Research Location and Time

The goal of This research is to describe and see the influence of leadership, motivation, and discipline as well as work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency, the location of this research is in the environment of the Regional Secretariat of Malang Regency on Jalan. Banner No. 158 Kepanjen Malang. The research was carried out for approximately 3 (three) months from January 20 2 4 to March 2024.

3.2. Types of research

This research uses explanatory research, according to Singarimbun and Effendi (2006) "Explanatory research is research that aims to explain the influence between variables through hypothesis testing." This research seeks to explain the influence of leadership, motivation, and discipline on the work performance of Public Relations Employees of the Regional Secretariat of Malang Regency.

3.3. Population and Sampling Techniques

Population is overall number that is to be target of generalization. Population is formulated as all members of a group (people); events or objects that have been clearly defined. The population in this study were all employees of the Public Relations Section of the Regional Secretariat of Malang Regency, totaling 3 to 5 employees. The sampling method described above is the same as what is called saturated sampling. According to Sugiyono (2010) "Saturated sampling is a sampling technique when all members of the population are used as samples". This is because the population size is relatively identifiable and affordable. Thus, the sample in this study was 3 3 respondents, because the head of the section and the researcher were the heads of the sub-section for reporting, reporting and press cooperation.

3.4. Data analysis method

The method used in this research is multiple regression analysis, which is used to see the influence of leadership, motivation and discipline on the work performance of Malang Regency Regional Secretariat Public Relations Employees.

3.5. Hypothesis test

3.5.1. First Hypothesis Testing (Simultaneous Testing)

This hypothesis testing was used to test the simultaneous influence of leadership, motivation and discipline on the work performance of Public Relations Employees of the Regional Secretariat of Malang Regency. The first hypothesis will be tested based on the analysis of the F value. With a significance level $\alpha = 5\%$, then if Sig. F < 5% then Ho is rejected, and Ha is accepted and if Sig. F > 5% then Ho is accepted and Ha is rejected.

3.5.2. Testing Hypothesis Two (Partial Testing)

This hypothesis testing is used to partially test the influence of leadership, motivation and discipline variables on the work performance of Malang Regency Regional Secretariat Public Relations Employees. The second hypothesis will be tested based on the t value analysis, which is generated from the multiple regression model. With a significance level $\alpha = 5\%$, then if Sig. t < 5 % then Ho is rejected and Ha is accepted and if Sig. t > 5% then Ho is accepted and Ha is rejected.

3.5.3. Hypothesis Testing Three (Dominant Testing)

This hypothesis is tested based on t-value analysis, which is generated from the multiple regression model. Among the variables of leadership, motivation, and discipline that have the largest t values, these variables dominantly influence the work performance of Public Relations Employees of the Regional Secretariat of Malang Regency.

4. RESULTS AND DISCUSSION

The results of the multiple linear regression analysis calculations were carried out with the help of *the Statistical Package for Social Science (SPSS) 15.0 for Windows* , as shown in Table 1 below:

Table 1. Recapitulation of Multiple Linear Regression analysis results

Variable	B	t	Sig t	Information
Constant	-5,837			
Leadership	0.180	2,144	0.041	Significant
Motivation	0.404	3,148	0.004	Significant
Discipline	0.663	4,358	0,000	Significant
α : 5 % R : 0.810 R Square : 0.656 F count : 18,450 Sig. F : 0.000				

Source: Processed Primary Data

The value of the multiple correlation coefficient (R) is 81%, this shows that the magnitude of the relationship between the variables of leadership, motivation and discipline and the work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency is 81%.

The predictive power of the regression model (R-square) formed in this test was 65.6%. This shows that the magnitude of the influence of leadership, motivation and discipline on the work performance of Malang Regency Regional Secretariat Public Relations Section employees is 65.6 % and the remaining 34.4% is influenced by other factors or variables that are not included in this research model.

4.1. Hypothesis Testing Results

4.1.1. Testing Hypothesis One

As shown in table 1, a significance level (sig F) of 0.000 was obtained. The sig.F value is smaller than the alpha (α) value in this study which is 5% (0.05). It can be concluded that simultaneously the variables of leadership, motivation and discipline have a significant effect on the work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency. This can be explained that in order to improve the work performance of the Malang Regency Regional Secretariat's Public Relations Department employees, a good leadership style, motivation and a high level of discipline are needed.

4.1.2. Testing Hypothesis Two

As shown in table 1, the calculated t value for the leadership variable is 2.144 with a significance level (sig t) for the X 1 variable of 0.041. The sig.t value is smaller than the alpha (α) value in this study which is 5% (0.05). It can be concluded that leadership influences the work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency.

Calculated t value for the motivation variable is 3.148 with a significance level (sig t) for the X 2 variable of 0.004. The sig.t value is smaller than the alpha (α) value in this study which is 5% (0.05). It can be concluded that motivation influences the work performance of Malang Regency Regional Secretariat Public Relations Department employees.

Calculated t value for the discipline variable is 4.358 with a significance level (sig t) for the X 3 variable of 0.000. The sig.t value is smaller than the alpha (α) value in this study which is 5% (0.05). It can be concluded that discipline influences the work performance of Malang Regency Regional Secretariat Public Relations Department employees.

4.1.3. Testing Hypothesis Three

Based on the results of statistical analysis, the largest beta coefficient value for the discipline variable is 0.663. This shows that discipline is the variable that has the most dominant influence on the work performance of Malang Regency Regional Secretariat Public Relations Department employees compared to leadership and motivation variables.

4.2. Discussion

Recommendations are given based on the results of research that has been carried out. This recommendation aims to provide input to the Public Relations Section of the Regional Secretariat of Malang Regency regarding things that need to be done to achieve better employee performance. To foster employee work motivation, the Malang Regency

Regional Secretariat's Public Relations Section needs to create a harmonious work atmosphere because a harmonious work atmosphere will encourage employees to be more enthusiastic about working.

Based on the results of linear regression analysis with simultaneous tests, the results show that motivation, discipline and leadership influence the work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency. This can be explained that in order to improve the work performance of the Malang Regency Regional Secretariat's Public Relations Section employees, joint implementation is required, namely by providing encouragement or motivation to employees, the leadership's seriousness in using leadership styles to influence employees in achieving goals, and a strong sense of discipline is needed. High towards employees in carrying out their work.

A harmonious working atmosphere can be created through a balanced distribution of workload between employees, so that there are no gaps between employees. A harmonious work atmosphere can also be created through good communication. One of the things that leaders often forget is how to communicate with subordinates. Leaders should communicate with subordinates using softer language and tone so that subordinates feel more appreciated by the company. How to communicate with subordinates using harsh language and tone will only create feelings of hatred.

According to Thoha (2005), a leader is a person who has the task of directing and guiding subordinates and is able to obtain the support of subordinates so that they can move them (subordinates) towards achieving company or organizational goals. So, in order to improve the work performance of the Malang Regency Regional Secretariat Public Relations Department employees, a leadership style is needed that can be accepted by every employee, where every time the leader gives an assignment to an employee, the assignment can be fully accepted by the employee and the assignment is followed by setting a time limit for its implementation.

Apart from assignment issues, leaders need to create togetherness with their employees, where leaders are willing to accept opinions from subordinates and provide opportunities for employees to consult if employees have work-related problems.

To create leaders who are wise and fair, leaders in the Public Relations Section of the Regional Secretariat of Malang Regency must be able to set a good example to their subordinates. One example of a good example from a leader is arriving at the office on time so that subordinates will feel embarrassed if they arrive late. To create leaders who are wise and fair, leaders in the Public Relations Section of the Regional Secretariat of Malang Regency must always build support for all personnel and this can be done by giving praise to subordinates in front of their colleagues and not embarrassing subordinates in front of their colleagues. It is best if the leader only conveys warnings or criticism face-to-face so as not to make subordinates lose their self-confidence. To create leaders who are wise and fair, leaders in the Public Relations Section of the Regional Secretariat of Malang Regency must also have the courage to admit mistakes in front of their subordinates. Most people cannot be good leaders, because they think that admitting mistakes is a weakness. In fact, subordinates will be amazed by the courage of a leader to admit his mistakes.

Leaders in the Public Relations Section of the Regional Secretariat of Malang Regency must not mix personal matters with work. Mixing personal matters with work will reduce the level of work productivity because it focuses on two matters. Leaders must use working time only for work, not personal matters. Subordinates will be very enthusiastic about following a leader who knows exactly where they are going. On the other hand, subordinates will feel very reluctant to follow a leader who is doubtful about his goals.

Motivation has a significant effect on employee performance. Motivation is someone's encouragement to do something or action that leads to a goal. The results of this test are consistent with research conducted by Nimran (2004) which shows that there is a positive and significant relationship between motivation and employee performance. So from the results of this research it can be concluded that the greater the motivation given by the agency to the employees of the Malang Regency Regional Secretariat's Public Relations Section, the greater the performance of these employees.

Several improvements in providing motivation to employees of the Public Relations Section of the Regional Secretariat of Malang Regency by providing salaries and allowances that can meet employee needs, adequate work facilities and infrastructure, good relationships between co-workers and leaders, a comfortable work environment and giving awards to employees of the Public Relations Section of the Regional Secretariat. Malang Regency excels.

To increase the attitude of work discipline, the Public Relations Section of the Regional Secretariat of Malang Regency needs to increase the awareness of its employees to value time and make the best use of it. To create an attitude of improved work discipline, the Public Relations Section of the Regional Secretariat of Malang Regency needs to increase compliance with regulations and rules. One way that can be done to increase compliance is by providing information to employees about the benefits and importance of complying with existing regulations and providing information to employees about the risks that employees will face due to their non-compliance.

To improve employee performance, the Public Relations Section of the Regional Secretariat of Malang Regency needs to unite organizational goals with employee performance targets, plan precisely and clearly the targets that must be achieved by employees, and provide support to employees in the form of appreciating every work result achieved by employees.

The results of the research show that discipline is the variable that most dominantly influences the performance of Malang Regency Regional Secretariat Public Relations Section employees. According to Handoko (1994) discipline is an activity to carry out standards that have been set. So in applying discipline to Malang Regency Regional Secretariat Public Relations Section employees can run smoothly. Well then a work standard is needed. The Public Relations Section of the Regional Secretariat of Malang Regency has set disciplinary standards for each activity which must be adhered to, especially by employees. For example, standards for attendance and leaving work, time to start and end each job, discipline in dressing, and other discipline.

However, this disciplinary standard should also be followed by strict disciplinary sanctions, this is intended so that all existing employees can truly carry out the work standards that have been set, with a strict form of discipline basically it will encourage employees to always do their best to himself and for the institution, this will also indirectly improve the work performance of employees of the Public Relations Section of the Malang Regency Regional Secretariat, because discipline will make employees do something that is standardized.

5. CONCLUSION

There is a simultaneous and partial influence of leadership, motivation and discipline variables on the work performance of Malang Regency Regional Secretariat Public Relations Department employees. The discipline variable is the variable that has the most dominant influence on the work performance of employees of the Public Relations Section of the Regional Secretariat of Malang Regency.

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