



The relationship of Motivation, Work Discipline and Leadership on Employee Performance

Muhammad Ridwan*, Sitti Rizki Mulyani, Rio Andhika Putra, Azhari Rahmat

Department of Management, Faculty of Economics and Business, Universitas Putra Indonesia YPTK Padang

Corresponding author: muhammadridwan@upiypk.ac.id

Abstract

This research aims to determine the influence of the relationship between motivation, work discipline and leadership on employee performance at PT bank Tabungan Negara (Persero) Padang Branch. The method used was multiple linear regression analysis by distributing questionnaires to 89 respondents. Hypothesis testing uses the T test and F test. The research results obtained based on the Persial Test (t test) show: (a) there is a significant influence between the relationship between motivation and employee performance as evidenced by the value of $t_{count} > t_{table}$ ($3.613 > 1.988$) with a significant level ($0.001 < 0.050$), (b) there is a significant influence between the relationship between Work Discipline and employee performance as evidenced by the t_{count} value $> t_{table}$ ($2.713 > 1.988$) with a significant level ($0.008 < 0.050$), (c) there is a significant influence between The relationship between leadership and employee performance is proven by the $t_{count} > t_{table}$ ($2.627 > 1.988$) with a significant level ($0.010 < 0.050$). Then, based on simultaneous hypothesis testing (F test), it can be seen that the calculated f value is 46.410 with a significant level ($0.000 < 0.050$). So the writing concludes that the influence of motivation, work discipline and leadership on the performance of Bank BTN Padang branch employees based on the coefficient of determination (R Square) test value is 0.622 or 62.2%. This shows that the percentage contribution of the variables influencing motivation, work discipline and leadership on employee performance is 0.609 or 60.9%.

Keywords: Employee Performance, Motivation, Work Discipline, Leadership

1. Introduction

A bank is an institution that has permission to mobilize funds originating from the community in the form of savings and distribute these funds to the community in the form of loans, so that the bank functions as an intermediary between savers and end users, households and companies. Society in general needs a mechanism that can be used as an intermediary for channeling savings and savers to investors, based on an agreement regarding payment and repayment. Lack of communication and various experiences regarding liquidity, risk, time and so on, have made direct relationships between savers and investors inefficient and limited in scope (Ahmad, 2014).

In today's business world, it is required to create high employee performance for company development. Companies must be able to build and improve

performance within their environment. The success of the company is influenced by several factors, one important factor is human resources, because human resources are actors from all levels of planning to evaluation who are able to utilize other resources by the organization or company.

Human resource management is a recognition of the importance of an organization's workforce as human resources who are very important in contributing to organizational goals and using several functions and activities to ensure that human resources are used effectively and fairly for the benefit of individuals, the organization and society.

HR plays the most important role in achieving company goals, because humans are a resource and are always involved in every company activity. To

achieve the desired goals, the company must pay attention to employee performance.

Performance in general is a description of the achievements achieved by an organization or company in its operational activities. An organization needs humans as the main supporting resource to achieve its stated goals. Quality human resources will help advance the organization as a forum for increasing work productivity. The strategic position to increase organizational productivity is employees. Employees are individuals who work in an organization or company. Sangki (2014) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Increasing employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving company goals and survival depends on the quality of performance of the human resources within it. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reducing the number of complaints and achieving optimal targets.

There are negative factors that can reduce employee performance, including a decrease in the employee's desire to achieve work performance, a lack of punctuality in completing work resulting in less compliance with regulations, influences originating from the environment, co-workers whose enthusiasm also decreases and the absence of examples that should be used as a reference. in achieving good work performance. All of this is a cause of decreased employee performance at work. Factors that can be used to improve performance include leadership, motivation and work discipline.

Based on the background of the problem described above, the research problem can be formulated as follows:

1. How does motivation influence the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office?
2. How does work discipline influence the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office? How does leadership influence the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office?

3. What is the influence of motivation, work discipline and leadership on the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office?

The aim of this research is to analyze and find out the following:

1. Theoretical Benefits

It is hoped that the results of this research can contribute to the development of knowledge regarding the study of the influence of motivation, work discipline and leadership on employee performance

2. Practical Benefits

- a. For Researchers

By conducting this research, the author gained experience and new knowledge regarding the factors that influence employee performance.

For Institutions

Research can contribute to science and serve as a comparison for further similar research.

- b. For Society

It is hoped that the research results will be useful for the public to increase their insight into the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office.

- c. For Banks

The research results can be used as notes or corrections and references for making decisions in developing the conventional banking business, as well as maintaining and improving the performance of PT employees. State Savings Bank (Persero) Tbk. Padang Branch Office, as well as correcting any weaknesses or shortcomings in carrying out Bank BTN's HR management.

Mangkunegara defines motivation as a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals.

Work Discipline According to Singodimedjo in Sutrisno, discipline is a person's willingness and willingness to obey and comply with the regulatory norms that apply around him.

Leadership is the way a leader influences the behavior of subordinates so that they want to cooperate and work productively to achieve organizational goals.

Employee performance According to Suwatno and Donni Juni Priansa (2014:196), Performance can also be interpreted as work performance or work implementation or work performance results.

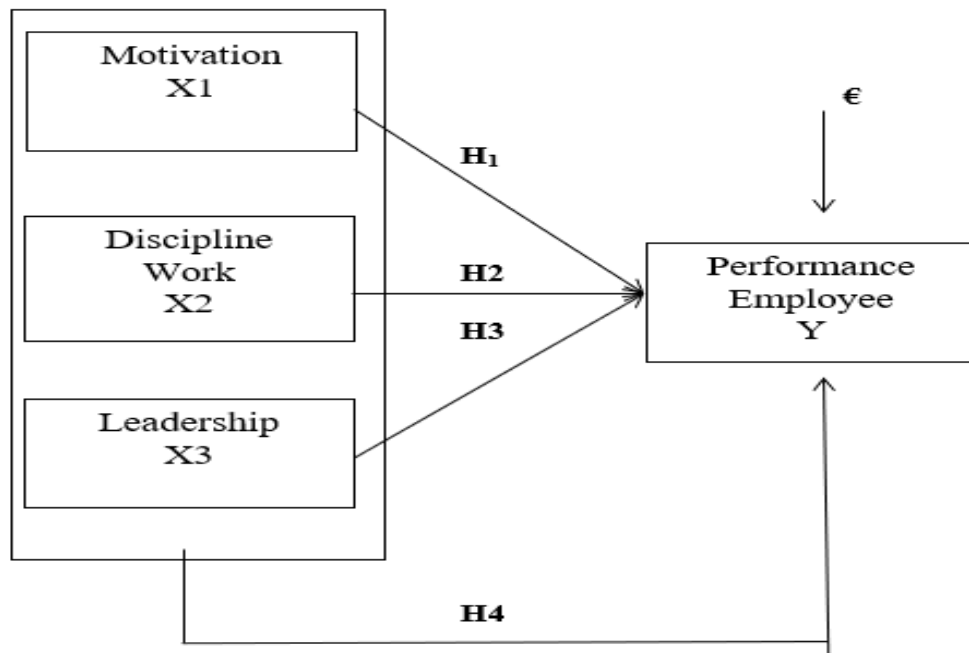


Figure 1. Conceptual Framework

H1: It is suspected that motivation has a significant effect on employee performance.

H2: It is suspected that discipline has a significant effect on employee performance.

H3: It is suspected that leadership has a significant effect on employee performance.

H4: It is suspected that motivation, discipline, leadership have a significant effect on employee performance.

2. Methods

According to Sugiyono (2014: 192) states that this analysis is to predict the condition (rise and fall) of variables, if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values). So multiple linear regression analysis is carried out if the number of independent variables is at least 2.

The multiple linear regression formula is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where :

- Y = Employee performance
- X₁ = Motivation
- X₂ = Work discipline
- X₃ = Leadership
- a = Constant
- b₁b₂ b₃ = Regression coefficient
- e = Standard error

Hypothesis Testing

1. t-test

The t test is used to see the partial/individual influence of each independent variable on the dependent variable. According to Riduwan (2015:74) to test this, the formula is used:

$$t_{hitung} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information :

- t = Value t_{hitung}
- r = Results correlation coefficient t_{hitung}
- n = Number of respondents

2. F-test

The f statistical test is to test all the independent variables (Motivation, Work Discipline and Leadership) studied, which have a joint influence on the dependent variable (employee performance). This is done by comparing the f-count with the f-table.

According to Sugiyono (2014:192) the f-count value can be found using the formula:

$$f_n = \frac{R^2/k}{(1-R^2) - (n-k-1)}$$

Where :

- R = Multiple correlation coefficient
- k = Number of independent variables
- n = Number of sample members

For the conclusion of F-count in decision making if

1. F-count > f-table then Ho is rejected and Ha is accepted ($\alpha = 5\%$)
2. F-count < f-table then Ho is accepted and Ha is rejected ($\alpha = 5\%$)
3. Coefficient of Determination Test (R²)

According to Riduwan (2015:76), to state the size of the contribution of variable X to Y, it can be determined using the accepted coefficient formula. The determinant coefficient is the square of the PPM coefficient multiplied by 100%. This is done to find out how much variable X contributes or helps determine variable Y. The degree of the coefficient of determination is found using the formula:

$$KD = r^2 \times 100\%$$

3. Result

1. Classical Assumption Testing

Before testing the hypothesis is carried out in research, several classical assumption tests are first carried out so that a correct/feasible data conclusion can be produced in forming an effective research

model that is free from variable bias. The classical assumption test in this research consists of a normality test for Statistically testing the normality of the data using histograms, PP Plot and Kolmogorof Smirnof normal tests, multicollinearity tests using VIF (Variance Inflation Factor), heteroscedasticity tests using Glejser and autocorrelation tests using Durbin-Wattson statistics.

1.1.1. Normality Test

One of the easiest ways to see normality is to look at a histogram which compares observed data with a distribution that is close to a normal distribution. The normality test aims to determine whether the data in this study has a normal distribution. Test normality in this research by looking at the Histogram, Normal PP Plot and Kolmogorov-Smirnov. If the points representing the sample in this study approach the diagonal line, it can be said that the data is normally distributed.

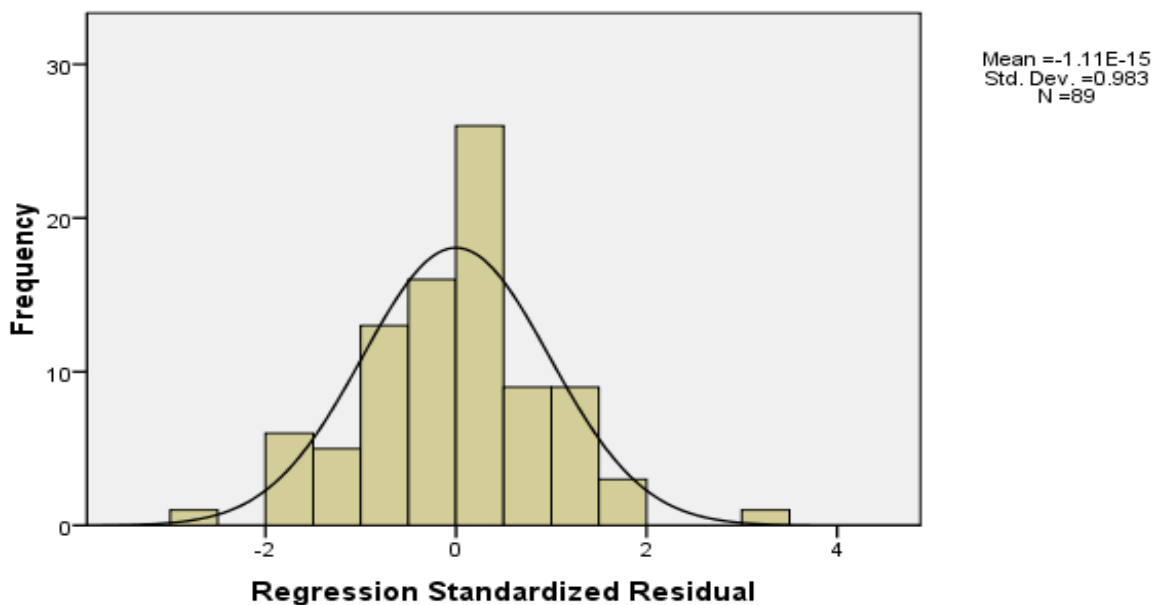


Figure 1. Normality Test Result

The figure above explains that the normality test shows that the data is spread throughout the normal area. The normal area itself is the area under the curve which is shaped like an inverted bell.

The normality test using the normal PP Plot in Figure 4.4 is as follows:

Normal P-P Plot of Regression Standardized Residual

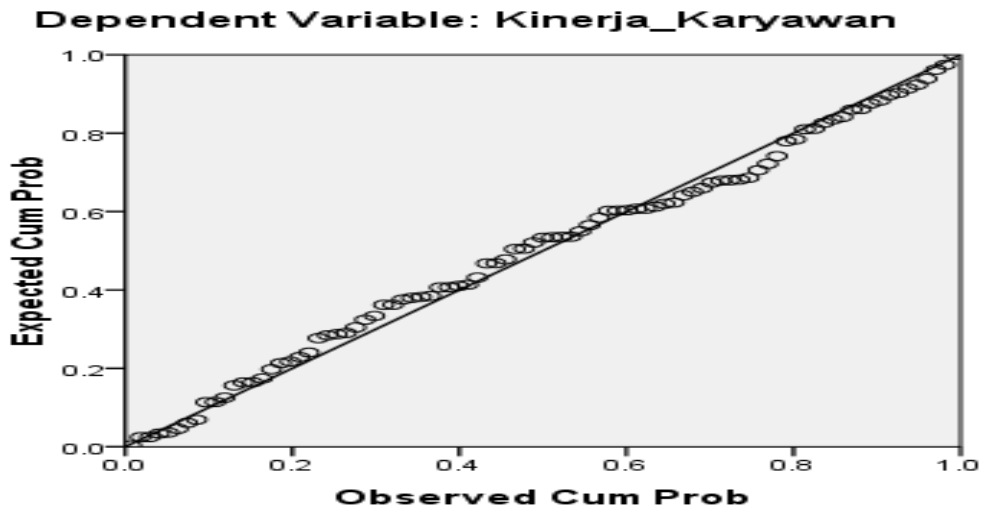


Figure 2.
Normal PP Plot

From Figure 2 above, it can be seen that the data in this study has a normal spread and distribution because the data is centered on the diagonal line of the Probability-Plot. So it can be said that the data distribution is normal.

The normality test is also supported by the Kolmogorov Smirnov test. The residuals are normally distributed if the significance value is more than 0.05. The results of the One Sample Kolmogorov Smirnov test can be seen in table 4.18 as follows:

Table 2.
Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		89
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.70178761
Most Extreme Differences	Absolute	,064
	Positive	,064
	Negative	-.056
Kolmogorov-Smirnov Z		,601
Asymp. Sig. (2-tailed)		,863

a. Test distribution is Normal.

Source: SPSS version 21.0 and primary data processed

In the results of the Kolmogorov Smirnov test, it can be seen in table 4.15 that the significance value is more than 0.05 ($0.863 > 0.05$), then the residual value is normal, and hypothesis testing can be carried out.

Multicollinearity is a condition that describes the existence of a perfect or definite linear relationship between several independent variables. The Multicollinearity Test is used to determine whether there are deviations from the classical assumption of

multicollinearity. A good regression model should not have correlation between independent variables, to detect whether or not multicollinearity exists. then it can be seen from the VIF (Variance Inflation Factor) value.

The guideline for a regression model that is said to be free from multicollinearity problems is to have a VIF value smaller than 10 and a Tolerance value greater than 0.10.

The results of multicollinearity testing between independent variables can be seen in table 4.19 below:

Table 3
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	-
	Motivation	,392
	Work_Discipline	,412
	Leadership	,597

a. Dependent Variable: Employee_Performance
 Source: SPSS version 21.0 and primary data processed

Based on table 3 above, it can be seen that none of the independent variables has a VIF value of more than 10 and none has a tolerance value of less than 0.10. So it can be concluded that this research is free from multicollinearity. The VIF value for the Motivation variable is ($2.553 < 10$) and the tolerance value is ($0.392 > 0.10$), the VIF value for Work Discipline is ($2.427 < 10$) and the tolerance value is ($0.412 > 0.10$) and the VIF value for Leadership is ($1.675 < 10$) and the tolerance value is ($0.597 > 0.10$). From these results it can be concluded that all independent variables used in this research passed the multicollinearity test.

The heteroscedasticity test is carried out to test whether there is unequal variance in the regression function. One way to find out is to look at the Scatter

Plot and Spearman Rho tests. The scatter plot image can be seen in the image below:

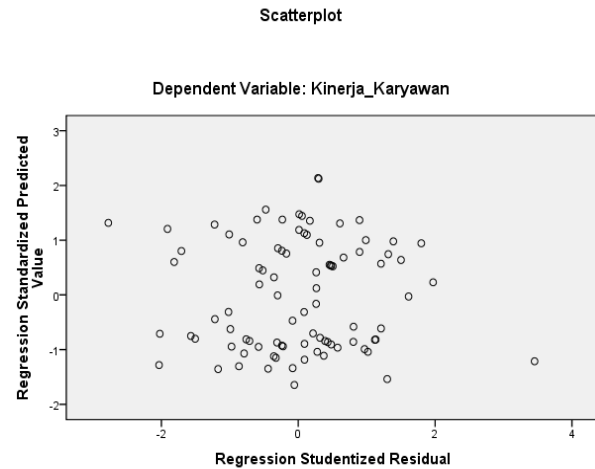


Figure 3. Heteroskedasticity Test

The figure above explains that the distribution of samples is towards positive and negative positions. This means that there is no similarity or homoscedasticity of the data in this study.

Autocorrelation occurs when confounding errors are correlated with each other. The autocorrelation test is used to determine whether in the linear regression model there is a correlation between confounding errors in period t and errors in period $t-1$ (previous). If correlation occurs, it is called an autocorrelation problem. To detect autocorrelation in this study, the Durbin-Wattson (DW) test was used in the model summary table. If $-2 < DW < 2$, then there is no autocorrelation in this study.

Table 4
Auto Correlation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789a	,622	,609	2.74905	1,713

a. Predictors: (Constant), Leadership, Work_Discipline, Motivation

b. Dependent Variable: Employee_Performance

Source: SPSS version 21.0 and primary data processed

In table 4.20 above, it is known that the Durbin-Wattson (d) value is 1.713. This value will be compared with the table value using a significance value of 5%, the number (n) is 89 and the independent variable (k) is 3. Based on the table of autocorrelation test results above, the Durbin-Wattson value is $-2 <$

$1.713 < 2$, so it can be concluded that there is no autocorrelation, either positive or negative.

This analysis is used to determine the influence Motivation (X1), Work Discipline (X2), and Leadership (X3) on Employee Performance (Y) of Bank BTN Padang Branch Office. The results of data

processing using the Multiple Regression analysis as follows:
 method for research variables are presented in table 5

Table 5
Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6,046	3,289		1,838	,070
	Motivation	,337	,093	,385	3,613	,001
	Work_Discipline	,316	,116	,282	2,713	,008
	Leadership	,177	,067	,227	2,627	,010

a. Dependent Variable: Employee_Performance

Based on table 4.21 above, the regression equation can be seen as follows:

$$Y = 6.046 + 0.337 X1 + 0.316 X2 + 0.177 X3 + e$$

Interpretation based on this equation can be interpreted as follows:

1. A constant of 6.046 means that if Motivation (X1), Work Discipline (X2), and Leadership (X3) are absent then Employee Performance (Y) remains a constant of 6.046.
2. The positive (unidirectional) regression coefficient is 0.472, meaning that if Motivation (X1) is increased by one unit, assuming Work Discipline (X2) and Leadership (X3) are ignored, it will result in an increase of 0.337.
3. A positive (unidirectional) regression coefficient of 0.316 means that if Work Discipline (X2) is increased by one unit, assuming Motivation (X1) and Leadership

(X3) are ignored, it will result in an increase of 0.316.

4. The positive (unidirectional) regression coefficient is 0.177, meaning that if Leadership (X3) is increased by one unit, assuming Work Discipline (X2) and Motivation (X1) are ignored, it will result in an increase of 0.177

To concretely prove the influence of the independent variables Motivation (X1), Work Discipline (X2), and Leadership (X3) on Employee Performance (Y), a hypothesis can be used Coefficient of Determination Test (R²)

Analysis of the coefficient of determination in multiple linear regression is used to determine the percentage contribution of the influence of the independent variables consisting of Motivation (X1), Work Discipline (X2), and Leadership (X3) on Employee Performance (Y) which is depicted in table 4.22 below:

Table 6.
Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789a	,622	,609	2.74905	1,713

a. Predictors: (Constant), Leadership, Work_Discipline, Motivation

b. Dependent Variable: Employee_Performance

Source: SPSS version 21.0 and primary data processed

Based on table 4.22, the Adjusted R Square figure is 0.609 or 60.9%, this shows that the percentage contribution of the independent variables Motivation (X1), Work Discipline (X2), and

Leadership (X3) to Employee Performance (Y) is 0.609 or 60.9%. Meanwhile, the remaining 0.391 or 39.1% was influenced by other variables outside the research.

DOI: <https://doi.org/10.35134/jbe.v9i2.271>

Creative Commons Attribution 4.0 International License (CC BY 4.0)

1.1.2. Persial Test (t Test)

The t test is intended to test the significance of the influence of the independent variable and the dependent variable partially. Based on the results of this test, if the significant probability is smaller than alpha 0.05, then Ho is rejected and Ha is accepted, meaning there is a relationship and if the significant probability is greater than alpha 0.05, Ho is accepted and Ha is rejected, meaning there is no relationship. The results of data processing can be presented in table 4.23, namely as follows:

Table 7.
Partial Hypothesis Testing (t Test)

Independent Factors	t-count	t-table	Significant
Motivation (X1)	3,613	1,988	0.001
Work Discipline (X2)	2,713	1,988	0.008
Leadership (X3)	2,627	1,988	0.010

Source: SPSS 21.0 and primary data processed

Based on table 2.23 above, it can be interpreted as follows:

1. Influence of Motivation (X1) on Employee Performance (Y).

Based on table 4.17, it shows that the Motivation variable (X1) is significant at $0.001 < 0.050$ and the value of tcount $>$ ttable ($3.613 > 1.988$), it can be concluded that Ho is rejected and Ha is accepted, meaning that Motivation (X1) partially has a positive and significant effect on Employee Performance. (Y).

2. Influence of Work Discipline (X2) on Employee Performance (Y).

Based on table 4.17, it shows that the Discipline variable (X1) has a significant value of $0.008 < 0.050$ and the tcount value $>$ ttable ($2.713 > 1.988$), it can be concluded that Ho is rejected and Ha is accepted, meaning Work Discipline (X2) partially has a positive effect and significant to Employee Performance (Y).

3. Influence of Leadership (X3) on Employee Performance (Y).

Based on table 4.17, it shows that the Leadership variable (X1) has a significant value of $0.010 < 0.050$ and a tcount value $>$ ttable ($2.627 > 1.988$), it can be concluded that Ho is rejected and Ha is accepted, meaning that Leadership (X3) partially has a positive and significant effect on Employee performance (Y).

Joint regression coefficient tests were carried out using the F Test (ANOVA). This test is used to find out whether the independent variables together have a significant effect on the dependent variable. Or to find out whether the regression model can be used to predict the dependent variable or not. Significant means that the relationship that occurs can apply to the population (can be generalized). The F test is intended to determine whether the independent variables together have a significant effect on the dependent variable. The F test uses a significance level of 0.05 with a 2-sided test. The results can be seen in table 8 below:

Table 8.
Simultaneous Hypothesis Testing (F Test)
 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1056.731	3	352,244	46,610	,000a
Residual	642,370	85	7,557		
Total	1699.101	88			

- a. Predictors: (Constant), Leadership, Work_Discipline, Motivation
- b. Dependent Variable: Employee_Performance

Source: SPSS 21.0 and primary data processed

Based on table 4.24, it shows that the significant value level is $0.000 < 0.050$ and with a calculated f value of 46.410, it can be concluded that Ho is rejected and Ha

is accepted, meaning that Motivation (X1), Work Discipline (X2), and Leadership (X3) simultaneously

have a positive and significant effect on Employee Performance (Y).

For greater clarity, the four research hypotheses can be summarized in table 4.25 as follows:

Table 4.25
Research Hypothesis Testing Results

Hypothesis	Statement	Significant	Decision
H1	It is suspected that motivation has a significant effect on employee performance.	0.001 < 0.05	Accepted
H2	It is suspected that discipline has a significant effect on employee performance.	0.0008 < 0.05	Accepted
H3	It is suspected that leadership has a significant influence on employee performance.	0.010 < 0.05	Accepted
H4	It is suspected that motivation, discipline and leadership have a significant effect on employee performance.	0.000 < 0.05	Accepted

5. Conclusion

From the discussion in the previous chapters, several conclusions can be drawn as follows:

- Motivation partially has a positive and significant effect on the performance of Bank BTN Employees in the Padang Branch Office where the t-count is greater than the t-table ($3.613 > 1.988$) or the significant level is smaller than ($0.001 < 0.05$). Thus, it can be concluded that good motivation can have a positive impact on increasing employee performance.
- Work Discipline partially has a positive and significant effect on the Performance of Bank BTN Employees in the Padang Branch Office which can be seen where t is greater than t ($2.713 > 1.988$) with a significance level smaller than ($0.008 < 0.05$). Thus, it can be concluded that increasing work orientation can have a positive impact on increasing employee performance.
- Leadership partially has a positive and significant effect on the employee performance of Bank BTN Padang Branch Office where the t-count is greater than the t-table ($2.627 > 1.988$) with a significance level smaller than alpha ($0.010 < 0.05$). Thus it can be concluded that good leadership is able to have a positive impact on increasing employee performance.
- There is a positive and significant influence of Motivation, Work Discipline and Leadership on Bank BTN Padang Branch Office where the t-count is greater than the t-table ($fcount\ 46.410 > 2.084$) with a significant level smaller than alpha ($0.000 < 0.05$). Thus it can be concluded that

motivation, work discipline and good leadership can have a positive impact on increasing employee performance.

- The coefficient of determination R^2 (R Square) is 0.609 or 60.9%. This shows that the percentage contribution of Motivation (X1), Work Discipline (X2), and Leadership (X3) to Employee Performance (Y) while the remaining 0.391 or 39.1% is influenced by other variables outside the research.

The suggestions for companies are as follows:

Bank BTN employees at the Padang Branch Office are expected to increase motivation by providing rewards to employees who excel and punish employees who violate regulations so as to improve employee performance. Employees of Bank BTN Padang Branch Office are expected to improve work discipline by providing rules that are expected to be followed by all employees. Employees of Bank BTN Padang Branch Office are expected to improve their leadership by providing encouragement so that employees are motivated to work seriously so that they can improve employee performance.

Future researchers are expected to develop the results of this research and involve relevant variables related to performance other than the Leadership, Communication and Professionalism variables. By making the motivation variable an intervening variable, the results will be different. With the hope that the research results will be more accurate and have much greater benefits, so that the company can

improve employee performance in the following years.

References

- Arikunto. (2013). *Research Procedures: A Practical Approach*. Jakarta: Rineka Cipta.
- Hasibuan. MS (2018). *Human Resource Management Revised Edition*. Jakarta: PT. Literary Earth.
- Kaswan. (2012). *Coaching and Mentoring for HR Development and Improving Organizational Performance*. Bandung: CV. Alfabet.
- Mangkunegara. AA (2017). *Company Human Resources Management*. Bandung: PT. Rosdakarya Teenager.
- Nawawi. I. (2013). *Leadership and Performance Organizational Culture*. Jakarta: PT. Dawn.
- Organization. M. &. (2013). *Modern Leadership Organizations*. Jakarta: Graha Ilmu.
- Risduwan. (2015). *Methods & Techniques for Preparing Research Proposals*. Bandung: CV. Alfabet.
- Robbins. SP (2014). *Organizational Behavior 12th Edition*. Jakarta: Salemba Empat.
- Sedarmayanti. (2013). *Human Resource Management: Bureaucratic Reform*. Bandung: PT Refika Aditama.
- Sugiyono. (2015). *Quantitative Approach Research Method. and R&D*. Bandung: CV. Alfabet.
- Sutrisno. E. (2017). *Human Resource Management*. Jakarta: Kencana.
- Suwanto. DJ (2016). *HR Management in Public and Business Organizations*. Bandung: CV. Alfabet.
- Omar. H. (2014). *Research Methods for Business Theses and Theses*. Jakarta: PT. Raja Grafindo Persada.
- Trenggono. 2018 "Analysis of the Influence of Leadership Style. Work Discipline and Job Training on Employee Performance at Pt Telkom Indonesia Batam Branch."
- Deni Candra Purba, Victor PK Lengkong, Sjendry Loindong 2019, "Analysis of the Influence of Job Satisfaction, Work Motivation and Work Discipline on Employee Performance at the Manado Branch of the State Public Printing Company of the Republic of Indonesia," 7.1 (2019), 841–50