

## **The Influence of Leadership, Work Motivation, and Work Discipline on Employee Work Achievement at the Yayasan Pendidikan Pangeran Antasari Medan**

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### **ABSTRACT**

The purpose of this study was to determine the effect of leadership on work performance, determine the effect of work motivation on work performance, determine the effect of work discipline on work performance and determine the effect of leadership, work motivation, and work discipline simultaneously on the work performance of the Yayasan Pendidikan Pangeran Antasari employees. This research was conducted at the Prince Antasari Foundation, Medan. As for the population that is all power Yayasan Pendidikan Pangeran Antasari as many as 76 people. The sampling technique is a saturated sample so the sample size is 76 people. The results of the study were the t-count value of Leadership 4,118 > 1.992 and sig < 0.05 (0.000 < 0.05), the t-count value of Work Motivation 4,727 > 1.992 and sig < 0.05 (0.000 < 0.05), the t value of Work Discipline 2,459 > 1.992 and sig < 0.05 (0.016 < 0.05), and the F value of simultaneously calculating Leadership, Work Motivation and Work Discipline 91,606 > 2.493 and sig value < 0.05. The conclusion of the study is that leadership has a significant effect on employee performance where the value of sig < 0.05, work motivation has a significant effect on employee performance where the value of sig < 0.05 and work discipline has a significant effect on employee performance where the value of sig is more than 0.05 and simultaneously Leadership, Work Motivation and Work Discipline have a significant effect on Employee Work Achievement at the Prince Antasari Education Foundation Medan where the value of sig < 0.05. The value of Adjusted R Square is 0.784 or 78.40%, meaning that the research variable gives a contribution big in explaining about Performance of Employees at Prince Education Foundation Antasari Medan is 78.40% while the remaining 21.60% is influenced by other factors outside this research.

**Keywords: Leadership, Motivation, Work Discipline, Work Achievement**

### **INTRODUCTION**

The performance of public organizations is very important in order to realize good governance (*Good Governance*) and clean governance (*Clean Governance*), as well as support the tasks of government to provide the best service to the community in accordance with its characteristics as a public organization that is oriented towards public services (*public service-oriented*), not for profit (profit-oriented). One of the big challenges for public organizations today is to carry out their performance effectively and efficiently because so far government agencies have been identified as slow, complicated, convoluted, and full of Corruption, Collusion, and Nepotism (KKN) performance.

A government is considered effective if it can achieve its goals optimally, can adapt to environment and could increase performance work is and capable develop human resources. Human resources are still in the spotlight and the basic foundation for organizations to survive in the era of globalization. The achievement of goals is influenced by

the performance of the State Civil Apparatus of the organization itself. The non-fulfillment of needs, desires, and expectations, as well as an unfavorable work environment can weaken employee work motivation which has an impact on the weak performance of the State Civil Apparatus. In this case, high work motivation is needed to achieve organizational goals, because with the existence of work motivation in employees, it can produce high performance of the state civil apparatus and lead to results that are relevant to high performance.

Motivation is very important to be considered by companies that want each of their employees to contribute actively to the company's achievement, because the motivation of an employee will have great enthusiasm in carrying out their functions and responsibilities properly (Siagian, 2018: 51). Motivation is created by an individual or leader to create maximum results later. Motivation is a driving force for someone to carry out an activity in order to get the best results. State civil servants who have high work motivation will have high performance as well. Motivation is a potential force that exists within a human being, which can be developed independently or developed by a number of external forces whose essence revolves around material and non-material. What is important to remember is that the motivations of state civil servants will differ from one another, according to their level of education, characteristics, and economic conditions. For people who are more educated and more independent economically, the sources of motivation are different, not solely determined by traditional motivational means, such as formal authority and incentives, but also influenced by other factors of need.

In addition to the motivation to be able to optimize employee performance, the need for employee job satisfaction. Job satisfaction refers to an employee's attitude towards his job. Job satisfaction is a form of expression of one's feelings towards his job. Job satisfaction will shape employee performance at work, thus forming a good work culture by providing comfort in the environment and having a good quality of work life to be able to carry out their duties properly in accordance with the goals set by a company. (Shinta & Siagian, 2020:210).

Someone who has high job satisfaction will respond with a positive attitude towards his job, while someone who has low job satisfaction with his job will respond with a negative attitude towards his job. Previous studies that have discussed the effect of job satisfaction on employee performance have led to job satisfaction affecting employee performance. This statement is supported by (Shinta & Siagian, 2020:338).

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Efforts to improve employee performance cannot be separated from employee discipline. This statement is supported by (Pramularso, 2017:171) who states that work discipline is part of an attitude or behavior that cannot be separated from complying with existing regulations. The existence of regulations regarding employee attitudes, actions, and behavior can be used as a starting point for companies in defining rules, as well as knowledge for these employees.

Regional Revenue Management Agency (BPPD), Daerah Istimewa Yogyakarta is a government agency tasked with managing regional income that wants to maintain or want to improve employee performance, especially in the field of human resources which has been formulated through motivation, job satisfaction, and work discipline.

## LITERATURE REVIEW

### The Effect of Motivation on Employee Performance

According to (Siti & Hariyadi, 2019:52) motivation is a support given to us by other people, so they want to make changes to themselves. Motivation is the most important thing to achieve success. Because it can encourage someone to move forward. Someone who is not motivated makes little effort in terms of work. The concept of motivation is an important concept for studying individual performance. So motivation means giving motivation, motivation or things that cause encouragement or circumstances that cause encouragement. Therefore, motivation can have an impact on employee performance because it affects the employee's situation at work.

### The Effect of Job Satisfaction on Employee Performance

Submit 101& Jajuk, 2017) Job satisfaction is a general attitude that the result of several special attitudes towards 101job factors, individual characteristics, and group relationships outside the work itself. Job satisfaction can also be interpreted as the feeling of the individual towards work, work situations, cooperation between leaders and 101leaders 101and 101employees 101in an organization.

### The Effect of Work Discipline on Employee Performance

According to (Akri & Robert, 2018: 214) Work discipline is the awareness of each person obeying all company regulations and the rules and social norms that apply in the company. If the work environment is disciplined, then an employee will be disciplined, but if the organizational environment is not disciplined, then an employee will also not be disciplined. for that, it is very difficult for a work environment that is not disciplined but wants to apply discipline to employees, because the work environment will be a role model for employees.

This type of research is associative research with quantitative descriptive analysis, namely research that describes, explains, or summarizes various conditions, situations, phenomena according to events as they are.

#### Method Study

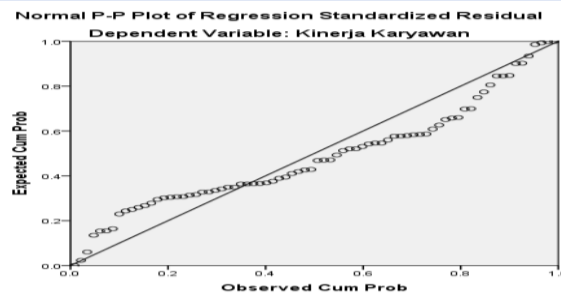
The population used in this study were all ASN employees at the Dairi Regency Revenue Agency were 79 people. According to Sugiyono (2016: 120) "the sample is part of the number and characteristics possessed by the population". If the population is less than 100 then the whole is taken (Arikunto, 2003:5). From this statement, it can be concluded that the sample in this study was 79 ASN. Data analysis techniques used in study this is Multiple regression is a tool used to determine the effect of one or more independent variables ( *independent* ) on one dependent variable ( *dependent* ). Multiple linear regression analysis will be carried out if the number of independent variables is at least 2. The following is the multiple linear regression formula :

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + e$$

## RESULTS

### Normality test

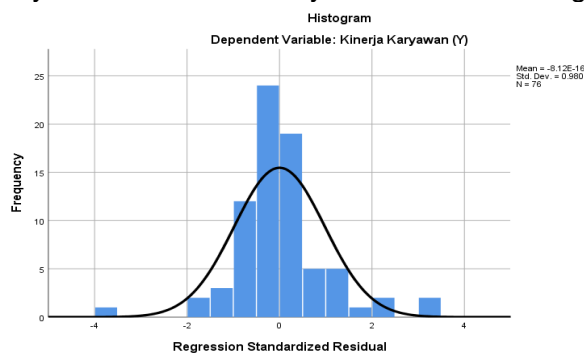
The normality test can be done by graphical analysis on the *Normal PP Plot of Regression Standardized Residual* , if the points spread around the diagonal line then the data is assumed normal distribution following :



**Figure 1 : PP Plot Normality Normality test**

Source: Research Data Processed SPSS (202 2 )

Based on the data in Figure 1, the points spread along the diagonal line, this means that the data is normally distributed. Normality Test with use histogram graph is as following .



**Figure 2 : Histogram Normality Test**

Source: Research Data Processed SPSS (202 2 )

Based on Figure 2 data , data spread and shape the letter U is inverted , this means the data is normally distributed. Normality Test with use histogram graph is as following .

### Multicollinearity Test

Symptoms of multicollinearity can be seen from the value of *Tolerance* and *VIF* ( *Variance Inflation Factor* ). The value used for *Tolerance* > 0.10 and *VIF* < 10.0 then there is no multicollinearity as shown in the table following :

**Table 1: Multicollinearity Test**

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.254	3.932
Motivation Work	.263	3,800
Work Discipline	.929	1.077

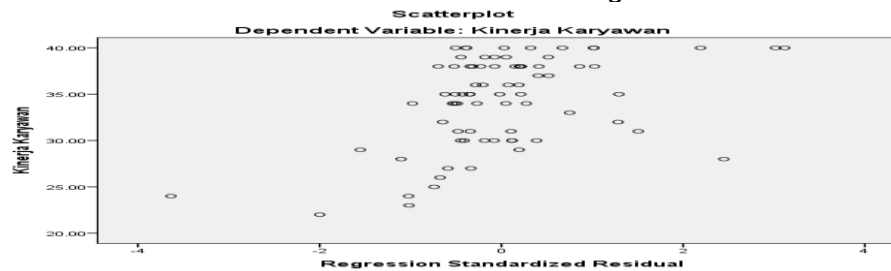
a. Dependent Variable: Job Performance

Source: Research Data Processed SPSS (202 2 )

Based on the data in Table 1 value in column *Collinearity Statistics* independent variable has a *Tolerance value* < 0.10 and *VIF* > 1.00 where the value of *Tolerance* whole each independent variable is 0.254; 0.263; and 0.929 > 0.10 whereas *VIF* value of all variable free each of 3,932 3,800; and 1.077 < 1 0.0 , it means that in this study there is no multicollinearity or collinearity data .

## Heteroscedasticity Test

Heteroscedasticity test can be done with graphs and statistical analysis k in the form of a *scatterplot test*. Through graphical analysis, a regression model is considered not to have heteroscedasticity if the points spread randomly and do not form a certain clear pattern and are spread above and below zero on the Y axis. as shown in Figure 2 below :



**Figure 2 : Heteroscedasticity Testing.**

Source: Research Data Processed SPSS (202 2 )

Based on the data in Figure 2, that the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis. This is assumed there is no heteroscedasticity in the regression model or homoscedasticity , so that the regression model is very feasible to use .

## Analysis Multiple Linear Regression

**Table 2: Multiple Linear Regression Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	<b>-2,516</b>	3.191			
Leadership	<b>.569</b>	.138	.438	.254	3.932
Motivation Work	<b>.501</b>	.106	.495	.263	3,800
Discipline	<b>.131</b>	.053	.137	.929	1.077

a. Dependent Variable: Job Performance  
Research Data Processed SPSS (202 2 )

Based on the data in Table 15, the multiple linear regression equation is following :

$$Y = -2.516 + 0,569 X_1 + 0,501 X_2 + 0,131 X_3 + 0$$

The explanation of the multiple linear regression equation as follows:

- Constant value. The constant value is -2.516 , this shows that if score the independent variable (X) is Leadership, Motivation Work and Discipline Work value equal to 0 , or variable free no there is so scoring variable Performance Work of -2.516 .
- Coefficient Regression Leadership ( X<sub>1</sub> ) . Coefficient Value regression X<sub>2</sub> of 0,569 means that if occuran increase or 1 time addition to the variable Leadership whewhereas the variable free other constant or fixed , then Performance Work will increase of 0.569 times, and vice versa .
- Coefficient Regression Motivation work ( X<sub>2</sub> ) . Coefficient value regression X<sub>1</sub> of 0.501 means that if occur increase or 1 time addition to the variable Motivation work whereas



variable free other constant or permanent so Performance Work will increase by 0.501 times, and vice versa .

- d. Coefficient Regression Discipline Work ( $X_3$ ) . Coefficient Value regression  $X_3$  of 0 , 131 means that if occur increase or 1 time addition to the variable Discipline work whereas variable free other constant or fixed , then Performance Work will increase of 0 , 131 times, and vice versa

### T test ( Partial test )

The t-test (partial test) was carried out to see individually the positive and significant effect of the independent variable (X), namely Leadership , Motivation work , and discipline work to variable bound (Y) i.e. Performance Prince Education Foundation Work Antasari , the following :

**Table 3. Value of Coefficients**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-2,516	3.191		-.789	.433		
Leadership	.569	.138	.438	<b>4.118</b>	<b>.000</b>	.263	3,800
Work environment	.501	.106	.495	<b>4.727</b>	<b>.000</b>	.254	3.932
Discipline	.131	.053	.137	<b>2.459</b>	<b>.016</b>	.929	1.077

a. Dependent Variable: Employee Performance

Source: Research Data Processed by SPSS (202 2 )

Based on the data in Table 16, the partial *coefficients* of the variable free , explanation following :

- 1) Coefficient value Leadership ( $X_1$ ) .

t value of *leadership* variable is 4 , 118 and the  $t_{table}$  value is 1,993 ( in Excel formula = TINV (0.05.75) then the value of  $t_{count} > t_{table}$  ( 4 , 118 > 1.993 ) and the value of sig < 0.05 (0.000 < 0.05) so that Leadership partially significant effect on achievement Prince Education Foundation Work Antasari Medan

- 2) Coefficient value Motivation work ( $X_2$ ) .

Value of  $t_{arithmetic}$  variable Motivation work is 4 , 727 and the  $t_{table}$  value is 1,993 ( in the Excel formula = TINV (0.05.75) then the value of  $t_{count} > t_{table}$  ( 4 , 727 > 1,993 ) and the value of sig < 0.05 (0.000 < 0.05) so that motivation work partially significant effect on achievement Prince Education Foundation Work Antasari Medan

- 3) Coefficient value Discipline work ( $X_3$ ) .

Value of  $t_{count}$  Discipline variable work is 2.459 and the  $t_{table}$  value is 1.993 ( in the Excel formula = TINV (0.05.75) then the value of  $t_{count} > t_{table}$  ( 2.459 > 1.992 ) and the value of sig < 0.05 (0.016 < 0.05) so that Discipline work partially significant effect on achievement Prince Education Foundation Work Antasari Medan

### F Test (Simultaneous Test)

The F-test ( simultaneous test ) was carried out to see together (simultaneously) the positive and significant effect of the independent variable, namely Leadership ( $X_1$ ) , Motivation Work ( $X_2$ ) and Discipline Work ( $X_3$ ) to the dependent variable Achievement Work (Y) Prince Education Foundation Antasari Medan in Table 17 below:

Table 4 . F test (simultaneously)  
ANOVA <sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1387,031	3	462,344	<b>91,606</b>	<b>.000 <sup>b</sup></b>
Residual	363,390	72	5.047		
Total	1750.421	75			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Discipline , Motivation , Leadership

Source: Research Data Processed by SPSS, 24.00 (202 2 )

Based on the data in Table 17 , the F value <sup>calculates</sup> the variable Leadership , Motivation Work and Discipline work is 91.606 and the value of F <sub>table</sub> is 2.493 ( in Excel formula =FINV (0.05,4,75) so calculated F value > F <sub>table</sub> ( 91,606 > 2,493 ) and sig . value < 0.05, so that simultaneously Leadership , Motivation and Discipline Work take effect significant to Performance Prince Education Foundation Work Antasari Medan

### Coefficient of Determination Test (R <sup>2</sup> )

Testing the coefficient of determination (R <sup>2</sup> ) is used to measure the proportion or percentage of the model's ability to explain the dependent variable. The coefficient of determination ranges from zero to one (0 ≤ R <sup>2</sup> ≤ 1). seen in Table 18 below:

Table 5 . Model *Summary Goodness of Fit* (R <sup>2</sup> )  
Model Summary <sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.792	<b>.784</b>	2.24657

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

b. Dependent Variable: Achievement Work

Source: Research Data Processed by SPSS (202 2 )

Based on the data in Table 18, it is known *that the Ajusted Value R <sub>square</sub>* is 0.784 or R <sup>2</sup> x 100% is 78.40%, meaning the independent variable research makes a big contribution in explaining Achievement Work of 78 , 4 0% while the remaining 21.6 0% is influenced by other factors outside this study such as the variables of Competence, Work Culture, Compensation, personal factors and government policies.

## DISCUSSION

Based on analysis statistics to each variable study so discussion to problem in study this namely :

### Influence Leadership To Performance Works

Based on results known data processing t value of <sup>leadership</sup> variable is 4.118, and the value of t <sub>table</sub> is 1.993 , then the value of t <sub>count</sub> > t <sub>table</sub> ( 4.118 > 1.993 ) so it can be concluded that Leadership partially significant effect on achievement Prince Education Foundation Work Antasari Medan.

In fact, leadership can affect morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization. Leadership also plays a critical role in helping groups or individuals to achieve their goals.

According to Wibowo (2015) stated that leadership is defined as the ability of a person to be able to influence others, through communication either directly or indirectly with the

intention of moving these people so that with full understanding, awareness and pleasure they are willing to follow the wishes of the leader. Hasibuan (2007), argues that leadership is "The process of influencing others to understand and agree about what will be done and how it can be done effectively, and the process of facilitating individual and group efforts to achieve common goals."

The results of this study support the results of research from Windi Mahastuti (2014) and Trisofia Junita Mamangkey (2015) which state that leadership has a positive and significant effect on work performance .

### **Influence Motivation Work To Performance Works**

Based on the results data processing is known to be n value of  $t_{\text{count}}$  variable Motivation work is 4.727 and the value of  $t_{\text{table}}$  is 1.993 , then the value of  $t_{\text{count}} > t_{\text{table}}$  ( 4.727 > 1.993 ) so it can be concluded that the variable Motivation work partially significant effect on achievement Prince Education Foundation Work Antasari Medan

Motivation is a complex statement in an organism that directs behavior towards a goal or stimulus. The driving force that moves us to behave in a certain way. The interaction between behavior and the environment so that it cancrease, decrease or maintain behavior. Motivation includes the direction or purpose of behavior, the strength of the response, and the persistence of behavior (Purwanto). Ngilim , 2017 :53 ).

According to Samsudin (2015: 281), "motivation is the process of influencing or pushing from the outside on a person or group of work so that they want to carry out something that has been set". Next Sunyoto (2015:4), argues "Work motivation is a condition that encourages the desire of individuals to carry out certain activities to achieve their desires"

The results of this study are in line with the research of Putra et al (2016) in their research to produce motivation work has a positive effect on the Work Performance of PDAM Malang City. Meanwhile, Nagari (2014) concluded that motivation Work does not affect the work performance of Bank Jateng Semarang. Rahmawanti et al (2014) found Motivation Work has a positive effect on the work performance of the North Malang Primary Tax Service Office. Next The results of this study are in line with the results of research conducted by Lingga & Dwi (2018) that Motivation and Work Discipline simultaneously have a positive and significant effect on employee work performance at the Welfare and Social Service of North Sumatra Province. The coefficient of determination of Adjusted R square is 76.4 % of work performance variables can be explained by Motivation and Work Discipline, while the remaining 23.6% can be explained by other factors not examined in this study.

In contrast to the research conducted by Norianggono et al (2014) stated that the work performance of PT. Telkomsel Area III Java-Bali Nusra in Surabaya is not influenced by Work Discipline.

### **Influence Discipline Work To To Performance Works**

Based on results known data processing Value of  $t_{\text{count}}$  Discipline variable work is 4.118 and the value of  $t_{\text{table}}$  is 1.992 , then the value of  $t_{\text{count}} > t_{\text{table}}$  ( 4.118 > 1.993 ) so it can be concluded that the Discipline variable partially positive and significant effect on achievement Prince Education Foundation Work Antasari Medan

Today's discipline work It is very necessary, Discipline is the sixth human resource function of the most important human resource management operative function because the more disciplined employees have, the higher the work performance they can achieve. Without good employee work discipline, it is difficult for the company to achieve optimal work results.

Hasibuan (2019: 193), stated Discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms. Next Sutrisno (2019:87) states " discipline as a force that develops within the employee's body and causes employees to conform voluntarily to decisions, regulations, and high values of work and behavior"



### **Influence Leadership , Motivation Work and Discipline Work To Performance Works**

Based on results known data processing F value calculate Leadership variable Motivation work and discipline Work is 91.606 and significant 0.000. Meanwhile, the value of  $F_{table}$  at  $\alpha = 0.05$  is 2.493 where ( $F_{count} > F_{table}$ ) so ( $91,606 > 2,493$ ) and  $sig < 0.05$  ( $0.000 < 0.05$ ). Thus, there is simultaneously a significant influence between Leadership , Discipline Work and Discipline to Performance Work (Y) at Prince Education Foundation Antasari Medan

The results of this study are in line with the results of research conducted by Sakarsih & Rasmansyah (2017) with the title "The Effect of Motivation and Work Discipline on Work Performance of Employees of the Packaging Section of PT. Astra Honda Motor Parts Center", which shows that motivation and work discipline have a significant effect on increasing performance. employees simultaneously that is equal to 58.1%.

### **CONCLUSION**

1. Leadership take effect significant to Achievement Work Employee at Prince Education Foundation Where is Antasari Medan ? value of  $t_{count} > t_{table}$  ( 4 , 118 > 1,993 )
2. Motivation Work take effect significant to Achievement Work Employee at Prince Education Foundation Where is Antasari Medan ? value of  $t_{count} > t_{table}$  ( 4 , 727 > 1,993 )
3. Discipline Work take effect significant to Achievement Work Employee at Prince Education Foundation Where is Antasari Medan ? value of  $t_{count} > t_{table}$  ( 2.459 > 1.993 )
4. Simultaneously Leadership , Motivation \_\_ Work and Discipline Work have a significant effect to Achievement Work Employee at Prince Education Foundation Where is Antasari Medan ? score  $F_{count} > F_{table}$  so ( 91,606 > 2,493 )

The value of Adjusted  $R_{Square}$  is 0.784 or 78.40 %, meaning that the research variable gives contribution big in explain about Performance Work Employee at Prince Education Foundation Antasari Medan is 78.40% while the remaining 21.60 % is influenced by other factors outside this research.

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