Effect of Leadership, Motivation and Discipline of Work on Civil Servants Performance

AHMAD BADAWI SALUY1, MASYDZULHAK DJAMIL MZ2, MUHAMAD ARIF3, NOVAWIGUNA K4

[1, 2, 3, 4] the Government of Kramat Jati Government

Abstract- *This study aims to analyze the influence of leadership, motivation and work discipline through employee servant of government performance. The sampling used as many as 90 employees of civil servant of first district at KramatJati. This study are observed in August until September 2019 at first district KramatJati, East Jakarta. The analyctical tool used smartPLS volume 3.2.8 (Partial Least Square). The result showed the influence of variable leadership and motivation are positive and significant effect for employee performance directly. The leadership directly had positive influence but insignificantly to employee performance. Motivation has positive direct and significant influence to employee performance. In a while, leadership and motivation with work discipline as an intervening variable, indirect has positive influence but insignificant to employee performance for civil servant in first district KramatJati, East Jakarta.*

Indexed Terms- *Leadership, Motivation, Work Discipline, Performance of Civil Servants*

I. INTRODUCTION

Civil servants are employees who have fulfilled specified requirements, are appointed by authorized officials and are entrusted with duties in a public office, or are entrusted with other state tasks, and are paid according to the applicable laws and regulations. Law Number 8 of 1974 jo Law Number 43 of 1999 was updated by the government by issuing Law No. 5 of 2014 concerning State

Civil Apparatus. So that the TNI and the Police are no longer considered to be part of the civil service. As for the ASN Law, the definition of civil servants in the context of the Indonesian government is replaced by the State Civil Apparatus, while civil servants (PNS)

become one of the types of work of the State Civil Apparatus other than PPPK / P3K.

With regard to Civil Servants in Law Number 5 of 2014 concerning State Civil Apparatuses, Chapter I Article 1 (1) State Apparatuses, hereinafter abbreviated as ASN, is a profession for Civil Servants and Government Officials with agreements that work in government agencies. Chapter I article 1 (2) State Civil Servants, hereinafter referred to as ASN employees, are Civil Servants and Government Employees with an employment agreement appointed by the Civil Serving Officer and assigned to a government position or assigned to another State and is paid based on statutory regulations. Invitation.

Civil servants in the DKI Jakarta Provincial Government environment, which is the heart of the government in the Unitary State of the Republic of Indonesia, must be able to become a role model for other local governments. In line with the bureaucratic reform program designed by the central government, the DKI Jakarta regional government also seeks to conduct bureaucratic reform in holding local government. With bureaucratic reform, it is hoped that good governance principles can be applied in the DKI Jakarta government. One of the steps that has been taken by the DKI Jakarta government is to restructure and remuneration in the administration of the DKI Jakarta Provincial Government.

The performance improvement in question is demonstrated by efforts in carrying out outputs related to the duties, principles and functions of civil servants and can be seen from their accuracy in completing work and accuracy of completion in serving citizens, so that ultimately can increase public confidence in the performance of civil servants. Understanding of performance according to experts, including according to Sedarmayanti (2017: 284) revealed that: "Performance is a translation of performance which

means the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and can be measured (compared to predetermined standards). "

The success and achievement of the performance of civil servants in the KramatJati Government of East Jakarta Administration City, one can be measured from the achievements of the budget realization. Of the last 3 years, the realization of the budget realization in the District Government of KramatJati is still not optimal, seen from the realization of the KramatJati District budget data from 2016 to. 2018, ranging from 80-85% is still below the target of 90-95% (e-Monev system of DKI Jakarta).

In addition to budget realization, one of the performance benchmarks can also be seen in the level of accuracy of absent from office every year. Absence data on the KramatJati District Government environment in the last three years, can be seen in the picture below.
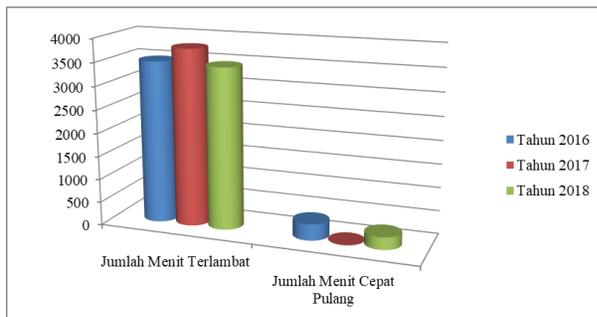
Source: The e-attendance system ofKramatJati Sub-district, 2019

Figure 1. Data on the Number of Minutes Late and Fast Returning Employees in the District Government of KramatJati

Based on these data, that shows fluctuations in the number of minutes late and fast returning from the District Government of KramatJati from 2016 to 2018. From 2016 the number of minutes late actually increased in 2017, but in 2018 it decreased. Civil servants' discipline towards the hour rule work is still considered to be less than optimal.

The results of the pre-survey of 25 respondents showed that the leadership factor in the KramatJati Subdistrict Government as a whole was not as

expected, this was because there were still several indicators of leadership that tended to be negative, such as leaders not being able to carry out their managerial functions properly, and were unable perform supervisory functions well at 56%.

However, according to previous research, in Sihotang (2012: 183) quoted by Mohammad Fajar Purnomo, the leadership requirements include (1) extensive general education, (2) analyst ability, (3) communication skills, (3) Rationality and objectivity, (4) Programatic, (5) Simplicity and (6) Courage to make decisions.

Subsequent pre-survey results are motivational factors, intrinsically motivational employee conditions are not in line with what is expected in supporting the optimization of the performance of civil servants in the KramatJati sub-district environment. Especially on the question that there are still employees who still feel the workload provided is sometimes not in accordance with education and expertise by 60%. Of these factors indicate that the management of the division of tasks and main functions of a civil servant must be given more attention in terms of HR competence, so the motivation factor in improving the performance of a civil servant will be higher.

Motivation theory in Alfisah (2013) is often emphasized on stimuli arising from someone both from within themselves (intrinsic motivation), as well as from outside themselves (extrinsic motivation). Intrinsic factors are internal factors related to satisfaction, including success in achieving something in a career, recognition obtained from institutions, the nature of work performed, advancement in a career, and professional and intellectual growth experienced by a person. Conversely, if employees are dissatisfied with their work, dissatisfaction appears generally associated with factors that are extrinsic or external in origin such as organizational policies, administrative services, supervision from superiors, relationships with coworkers, working conditions, salary earned, and quietness work (Cooke, 1999).

The results of the pre-survey for work discipline factors, showed that the workload given was not in accordance with employee competence of 56%. In addition, the treatment and work load that has not been

balanced between one employee and another employee. This is a challenge for organizations to make rules or policies that can change the existing conditions towards a better way to improve civil servant work discipline.

The government provides a policy through government regulation No. 53 of 2010 which is about the discipline of civil servants. The regulation as part of bureaucratic reform and realignment of civil servants to further improve discipline in work. Through a reward and punishment system it is expected that the conditions of discipline of civil servants will increase.

II. IDENTIFICATION OF PROBLEMS

Leadership, motivation, and work discipline are still the real scourge of factors that greatly influence the performance of civil servants, especially in the realization of excellent service to the community. From these factors, we identify the problems, especially the performance of civil servants in the District Government of KramatJati, City Administration of East Jakarta, which occurred, among others:

1. In the leadership factor, the leader has not been able to carry out his managerial function properly, the leader has not been able to carry out the supervisory function properly and has not been able to carry out good communication with subordinates.
2. For motivational factors both intrinsically and extrinsically is the division of tasks and work that is charged is not in accordance with expertise and there is no incentive policy for employees who excel.
3. In the work discipline variable, the workload provided is not in accordance with competence, the leadership cannot be a role model for subordinates, and the treatment and workload are felt to be uneven or even.

4. From the three points above, the results of the pre-survey that have been carried out show that the results of the percentage of the three factors are very high or dominant, so it is considered to be a phenomenon to be investigated how significantly it will affect the performance of civil servants in the District Government of KramatJati.

III. RESEARCH PURPOSES

This study aims to determine and analyze:
1. The influence of leadership on the work discipline of civil servants within the District Government of KramatJati.
2. The influence of work motivation on the work discipline of civil servants in the District Government of KramatJati.
3. The influence of leadership on the performance of civil servants in the District Government of KramatJati.
4. The influence of motivation on the performance of civil servants in the District Government of KramatJati.
5. The influence of leadership, motivation and work discipline as intervening together on the performance of civil servants in the District Government of KramatJati.

IV. FRAMEWORK

The framework of thought can be formulated in this study which is the relationship of the four variables, namely performance (Y1) is a variable that is influenced by leadership (X1), motivation (X2) and work discipline (Y2) as variables that can support and influence these three variables (intervening variable).

Based on the above frame of mind, a chart of frameworks can be drawn about the influence of leadership, motivation and work discipline on performance as follows:
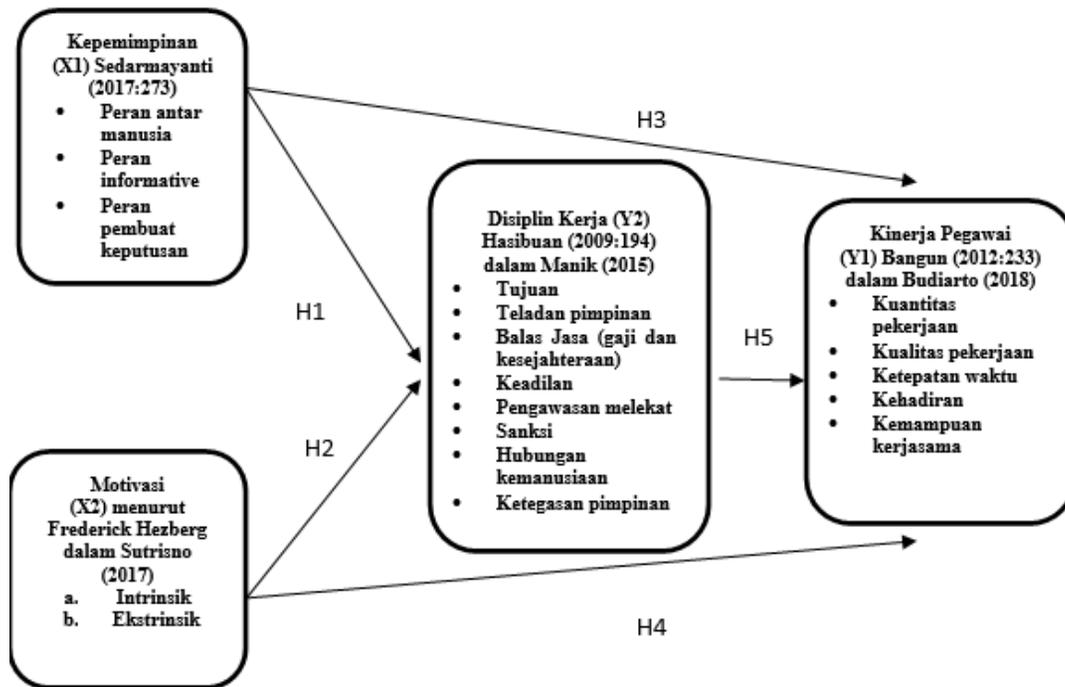
V. REVIEW OF THE LIBRARY, FRAMEWORK OF THINKING AND HYPOTHESES

1. Effect of Leadership on Work Discipline

According to Azwar and Winarningsih (2016) in Sobariah, Sanusi dam Yazid (2018), work discipline is a communication tool with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company regulations and social norms that applicable.

According to previous research in Sobariah, Sanusi dam Yazid (2018) that the higher the perception of transformational leadership styles, the employee's work discipline is increasing. In addition, based on other previous studies such as Permadi,Dharmanegara and Sitiari (2018), that leadership has a positive and significant effect on discipline. Based on these explanations, the hypothesis in this study.

H1 = Leadership has a positive and significant effect on work discipline

2. Effect of Motivation on Work Discipline

Employees have their respective productivity, depending on their motivation. According to Sutrisno

(2017: 116) that there are two factors that influence motivation, namely (1) internal factors and (2) external factors. Internal (intrinsic) factors that can influence motivation in a person include: the desire to be able to live, the desire to be able to have, the desire to obtain appreciation, the desire to obtain recognition and the desire to be in power. Whereas external (extrinsic) factors include: working environment conditions, adequate compensation, good supervision, job security, status and responsibilities as well as flexible regulations.

According to previous research presented by SundoroYekti (2012), Aurelio Potu (2013), SudarminManik (2015), Indra Lestari Sumbung, Syaikhul Falah, AlfianaAntoh (2015), RommyBenorumondor, AltjeTumbel, Jantje L. Japan (2016), AlthonKaramanPongtuluran, H. salimBasalamah, H. ZaenalArifin, Jamaluddin Bijang (2018) that Motivation has a positive and significant effect on performance. Based on the explanation above, the hypothesis in this study.

H2 = work motivation has a positive and significant effect on work discipline

3. Effect of Leadership on Civil Service Performance

Dimensions of leadership used in this study are According to Sedarmayanti (2017: 273) suggests that there are three leadership roles, namely the role of humans, the role of informative and the role of decision makers. Seen from these dimensions, the leadership factor must have a role in moving, organizing and controlling a group people in an organization they lead in achieving common goals.

Employees or employees will be able to improve their performance if the leadership factor in the organization can at least carry out the three roles mentioned above properly. Employee performance both individually and organization can be improved if leadership can carry out all these roles.

Based on several previous studies, that the influence of leadership on performance as in the research conducted by SundoroYekti (2012), SudarminManik(2015), RommyBenorumondor, AltjeTumbel, Jantje L. Japan (2016), Bungawati, Syafaruddin (2016), that leadership has a positive and significant effect on performance. From these explanations, the hypothesis shown in this study.

H3 = Leadership has a positive and significant effect on employee performance

4. Effect of Motivation on Performance
According to Haryono and Djauhari (2016) in Sobariah, Sanusi and Yazid (2018), discipline plays a role in building the concept of employee awareness and willingness to change behavior in accordance with the rules and regulations that apply in organizations. The intrinsic motivation relationship to work discipline is that if employees are motivated, they will make positive choices to do something, with compliance with established procedures.

According to previous research, including Sobariah, Sanusi and Yazid (2018), Thalib (2017), and Permadi,Dharmanegara and Sitiari (2018), stated that motivational factors had a more dominant influence on discipline. Based on these explanations, that the hypothesis of this study.

H4 = Work motivation has a positive and significant effect on employee performance

5. Effect of Leadership, Motivation and Work Discipline on Performance
Based on a theoretical study and supported by several previous studies by Eko Purnomo and RahayuTriastity (2017) the leadership and motivation that are intervened by work discipline have a positive and significant effect on performance, then the framework of thought in this study can be formulated which is the relationship of the four variables namely performance (Y1) is a variable that is influenced by leadership (X1), motivation (X2) and work discipline (Y2) as variables that can support and influence these three variables (intervening variables). Based on the explanation above, that the hypothesis in this study.

H5 = Leadership, work motivation and work discipline as intervening together simultaneously and significantly influence employee performance.

VI. RESEARCH METHODS

Research methods can be grouped into experimental, survey and naturalistic research methods (Sugiyono, 2017). In this study, researchers used a survey method that is getting data from a particular place that is natural (not artificial), but researchers conducted treatment in data collection, for example by distributing questionnaires, tests, structured interviews and so on.

The operational definition used for this study is then broken down into indicators which include:

a. Leadership Variable (X1)
The leadership dimension according to Sedarmayanti (2017: 273) suggests that there are three leadership roles as follows:

1. Roles between people will include:
a) The role as a character.
b) The role as leader.
c) Role as a liaison.

2. Informative roles include:
a) Role as a monitor.
b) Role as a disseminator.
c) Role as public relations (public relations).

3. The role of the decision maker includes:

a) The role as an entrepreneur.
b) Role as a risk bearer.
c) The role as a resource divisor.
d) Role as negotiator.

b. Motivation Variable (X2)

Dimension of motivation according to William Bwerther Jr. and Keith Davis in Cholis and Wijono (2014) that motivation is divided according to two dimensions namely

1. External motivation

Includes aspects consisting of:

a) Provision of wages / salaries to meet minimum physical needs as well as for minimum living needs.
b) Good working conditions, feeling satisfied and happy in working in an organizational environment, are strongly influenced by working conditions both physical / material and psychological / non-material.
c) Good supervision as an activity of observing, assessing and helping human resources to work effectively and efficiently.

2. Internal Motivation

The aspects of motivation include:

a) Fun work, work that is free from pressure and coercion, in addition to easy or uncomplicated implementation.
b) Interesting work, every human resource will enjoy working in a field that is in accordance with the potential, background experience, education, skills and / or expertise / professionalism under their control.
c) Challenging work, work motivation not only arises because of a pleasant job, but it is challenging to achieve an achievement, as the success desired by every employee.

c. Work Discipline Variable (Y2)

The dimensions of work discipline according to Hasibuan (2009: 194) in Manik (2015) suggest that several indicators that influence the level of employee discipline of an organization include:

1. The goals and abilities of the objectives to be achieved must be clear and set ideally and quite challenging for the ability of employees / employees.

2. Exemplary leadership. Leadership role models are very instrumental in determining employee / employee discipline because leaders are role models by their employees.
3. Reply Services (salary and welfare) also influence employee work discipline because remuneration will give employees satisfaction and love for their work.
4. Justice contributes to the realization of employee work discipline
5. Inherent supervision Is a real and most effective action in realizing the work discipline of employees of an organization
6. Penal sanctions play an important role in maintaining employee discipline.
7. Leadership firmness in taking action will affect the discipline of employee work in a disciplined manner in accordance with the sanctions established by the organization
8. Harmonious human relations among fellow employees contribute to creating good work discipline for the organization.

d. Performance Variable (Y)

The performance dimensions according to Bangun (2012: 233) in Budiarto (2018) the indicators are as follows:

1. The quantity of work
2. Quality of work
3. Timeliness
4. Presence
5. Cooperation ability

This research will use data analysis methods through Structural Equation Modeling (SEM) with SmartPLS software version 3.2.8 through computer technology media. According to Ghozali(2014: 9) in YuniPamungkas (2016), the method used is the validity and reliability test. Validity testing can be seen from the value of its loading factor, which is the correlation between item / indicator score and construct score. According to Ghozali (2014: 61) in YuniPamungkas (2016), the loading factor value must be> 0.70, but in the research stage of development, a value of 0.50-0.60 is still acceptable.

Reliability test (reliability test) of data, can be seen from the value of composite reliability and its Cronbach alpha value. A construct is said to be reliable if the composite reliability value and Cronbach alpha

value are above 0.7 (Ghozali, 2014: 65) in YuniPamungkas (2016). Hypothesis testing using structural model evaluation is done by looking at the significance value to determine the effect between variables through the procedure of jackknifing or bootstrapping. The significance value used (two-tailed) t-value 1.65 (significance level = 10%), 1.96 (significance level = 5%) and 2.58 (significance level = 1%).

VII. RESEARCH RESULTS AND DISCUSSION

- Descriptive Analysis of Respondents

The following is a description of respondents consisting of age, sex, last education and years of service of civil servants in the District of KramatJati. Based on the answers to the questionnaires received can be known description of the identity of respondents, as in Table 4.2.

Tabel. 4.2. DeskripsiResponden PNS di LingkunganKecamatanKramatJati, Kota Adminsitrasi Jakarta Timur

No.	Uraian	Frekuensi (orang)	Prosentase (%)
	Usia		
1	≤ 20 Tahun	1	1,11
	≥ 21 -30 Thn	9	10
	≥ 31 - 40 Thn	34	37,78
	≥ 40 Thn	46	51,11
	Total	90	100
	JenisKelamin		
2	Laki-Laki	37	41,11
	Perempuan	53	58,89
	Total	90	100
	Pendidikan Terakhir		
3	SD	0	0
	SLTP	0	0
	SLTA	25	27,78
	D3	18	20
	S1	38	42,22
	S2	9	10
	Total	90	100
	Masa Kerja		
4	> 10 Thn	29	32,22
	< 10 - 20 Thn	22	24,44
	> 20 Thn	39	43,34
	Total	90	100

Sumber : Data diolah, 2019

VIII. VALIDITY TEST

The validity test is carried out in 2 stages, namely convergent validity testing, namely validity testing based on factor loading values and stage 2 through discriminant validity testing, namely validity testing based on comparing loading values on the intended constructs must be greater than with other construct loading values.

a. convergent validity
Kepemimpinan (X1)
Tabel 4.4. Nilai *Loading Factor*dariVariabelKepemimpinan (X1)

Variabel	Indikator	*Outer Loading Value*	Syarat	Keterangan
	KP1	0,900	> 0,6	Valid
	KP2	0,913	> 0,6	Valid
	KP3	0,924	> 0,6	Valid
	KP4	0,907	> 0,6	Valid
	KP5	0,933	> 0,6	Valid
	KP6	0,930	> 0,6	Valid
Kepemimpinan (X1)	KP7	0,899	> 0,6	Valid
	KP8	0,901	> 0,6	Valid
	KP9	0,912	> 0,6	Valid
	KP10	0,892	> 0,6	Valid

Sumber : Hasil analisamenggunakansmartPLS 3.2.8 (2019)

MotivasiKerja (X2)
Tabel 4.5. Nilai *Loading Factor*dariVariabelMotivasiKerja (X2)

Variabel	Indikator	*Outer Loading Value*	Syarat	Keterangan
	MOT1	0,648	> 0,6	Valid
MotivasiKerja (X2)	MOT2	0,695	> 0,6	Valid
	MOT5	0,754	> 0,6	Valid
	MOT6	0,839	> 0,6	Valid
	MOT7	0,824	> 0,6	Valid

MOT8	0,650	> 0,6	Valid
MOT9	0,825	> 0,6	Valid
MOT1 1	0,643	> 0,6	Valid

Sumber : Hasil analisamenggunakansmartPLS 3.2.8 (2019)

DisiplinKerja (X3)

Tabel 4.6. Nilai *Loading Factor*untukVariabelDisiplinKerja (Y2)

Variabel	Indikator	*Outer Loading Value*	Syarat	Keterangan
DisiplinKerja (X2)	DIS1	0,839	> 0,6	Valid
	DIS2	0,722	> 0,6	Valid
	DIS3	0,675	> 0,6	Valid
	DIS4	0,788	> 0,6	Valid
	DIS5	0,755	> 0,6	Valid
	DIS7	0,663	> 0,6	Valid
	DIS8	0,712	> 0,6	Valid
	DIS9	0,760	> 0,6	Valid

Sumber : Hasil analisadenganmenggunakansmartPLS 3.2.8 (2019)

Kinerja (Y)

Tabel 4.7. Nilai *Loading Factor*dariVariabelKinerja PNS (Y)

Variabel	Indikator	*Outer Loading Value*	Syarat	Keterangan

Kinerja (Y)	KIN1	0,725	> 0,6	Valid
	KIN2	0,769	> 0,6	Valid
	KIN3	0,865	> 0,6	Valid
	KIN4	0,867	> 0,6	Valid
	KIN5	0,672	> 0,6	Valid
	KIN6	0,783	> 0,6	Valid
	KIN7	0,732	> 0,6	Valid
	KIN8	0,778	> 0,6	Valid
	KIN9	0,823	> 0,6	Valid
	KIN10	0,699	> 0,6	Valid

Sumber : Hasil analisadenganmenggunakansmartPLS 3.2.8 (2019)

Based on the table above, it can be seen that the results of data processing using the smartPLS 3.2.8 method, all the loading factor values of the indicators used in this study are valid or meet convergent validity. From each indicator is more than 0.6 so that all indicators are valid indicators to measure the construct.

a. Discriminant Validity

Discriminant validity test is that this value is a cross loading factor value which is useful to find out whether the construct has an adequate discriminant value by comparing the loading value of the intended construct to be greater than the loading value with other constructs (Ananda Sabil Hussein, 2015).

Following are the results of discriminant validity of the cross loading values between the indicators and their respective constructs

Tabel 4.8. Nilai *Cross Loading*darisetiapVariabel dan Konstruk Model Penelitian

	DisiplinKerja (Y2)	Kepemimpinan (X1)	KinerjaPegawai (Y1)	Motivasi (X2)
DIS01	0,839	0,565	0,533	0,729
DIS02	0,722	0,807	0,406	0,565
DIS03	0,675	0,253	0,417	0,691
DIS04	0,788	0,517	0,454	0,707
DIS05	0,755	0,720	0,481	0,638
DIS07	0,663	0,464	0,483	0,538
DIS08	0,712	0,470	0,563	0,638

DIS09	0,760	0,613	0,407	0,647
KIN01	0,546	0,422	0,725	0,552
KIN02	0,566	0,479	0,769	0,608
KIN03	0,462	0,328	0,865	0,533
KIN04	0,474	0,335	0,867	0,579
KIN05	0,400	0,307	0,672	0,458
KIN06	0,429	0,367	0,783	0,488
KIN07	0,461	0,364	0,732	0,396
KIN08	0,482	0,364	0,778	0,485
KIN09	0,583	0,519	0,823	0,572
KIN10	0,448	0,318	0,699	0,403
KP01	0,734	0,900	0,507	0,595
KP02	0,596	0,913	0,367	0,514
KP03	0,716	0,924	0,438	0,601
KP04	0,632	0,907	0,460	0,550
KP05	0,700	0,933	0,477	0,596
KP06	0,699	0,930	0,445	0,599
KP07	0,753	0,899	0,546	0,675
KP08	0,647	0,901	0,402	0,536
KP09	0,691	0,912	0,473	0,626
KP10	0,626	0,892	0,389	0,553
MOT01	0,553	0,230	0,410	0,648
MOT02	0,563	0,329	0,496	0,695
MOT05	0,600	0,439	0,480	0,754
MOT06	0,747	0,557	0,557	0,839
MOT07	0,735	0,668	0,495	0,824
MOT08	0,547	0,393	0,378	0,650
MOT09	0,716	0,579	0,617	0,825
MOT11	0,642	0,535	0,462	0,643

Sumber : Hasil analisamenggunakansmartPLS 3.2.8 (2019)

From Table 4.8. it can be seen that the value of construct correlation with the indicator is greater than the value of correlation with other constructs. From the results of data processing using smartPLS 3.2.8, it can be concluded that all latent constructs of Leadership (X1), Motivation (X2), Work Discipline (Y2) and Performance (Y1) show good discriminant validity because it can predict indicators on their blocks better than the indicators on the other blocks.

Next to discriminant validity testing is done by looking at the value of AVE (Average Variance Extracted). AVE value is good if it has a value greater than 0.50 (Gozali&Latan, 2015). The following AVE values are shown in the Table below:

Tabel 4.9.AVE (*Average Variance Extracted*) Model Peneltian

Variabel	AVE Value
Kepemimpinan (X1)	0,830
MotivasiKerja (X2)	0,546
DisiplinKerja (X3)	0,549
Kinerja (Y)	0,599

Sumber : Hasil analisamenggunakan*smart*PLS 3.2.8 (2019)

Table 4.9 shows the AVE value of the research model for all research variables has a value above 0.5, so the AVE value for discriminant validity testing has been fulfilled for further testing. Therefore, the results of testing through stage 1 covergent validity and stage 2 discriminant validity have been fulfilled so that the research model is valid.

IX. RELIABILITY TEST

Reliability test is a reliability test that aims to find out how far the measuring instrument can be relied on or trusted. Reliability indicators in this study are determined from the composite reliability and Cronbach's alpha values for each indicator block.

a. Composite Reliability
Reliability test with composite reliability that is the data has a composite reliability value> 0.7 has a high reliability value. Following are the results of data processing using smartPLS 3.2.8 from composite reliability

Tabel 4.10. Nilai *Composite Reliability*dari Model Penelitian

Variabel	*Composite Reliability*	Syarat	Keterangan
Kepemimpinan (X1)	0,980	0,7	Reliabel
MotivasiKerja (X2)	0,905	0,7	Reliabel
DisiplinKerja (Y2)	0,907	0,7	Reliabel
Kinerja (Y1)	0,937	0,7	Reliabel

Sumber : Hasil analisamenggunakansmartPLS 3.2.8 (2019)

Based on Table 4.10. is the composite reliability value of the research model which shows that each variable has a composite reliability value above 0.7 with the lowest value of 0.905 from the Work Discipline variable (X3) and the highest value of 0.980 from the Leadership variable (X1). from the results of the data processing, that the research model has met the value of composite reliability and a high or reliable reliability test.

b. Cronbach's Alpha

The next stage of testing for reliability is testing with Cronbach's alpha. This reliability test was strengthened with Cronbach's alpha and the expected value was> 0.6 for all constructs (Ananda Sabil Hussein, 2015). The following results if the data for the value of Cronbach's alpha in the table below:

Tabel 4.11. Nilai *Cronbach's Alpha*dari Model Penelitian

Variabel	*Cronbach's Alpha*	Syarat	Keterangan
Kepemimpinan	0,977	0,6	Reliabel
MotivasiKerja	0,879	0,6	Reliabel
DisiplinKerja	0,882	0,6	Reliabel
Kinerja (Y)	0,925	0,6	Reliabel

Sumber : Hasil analisamenggunakansmartPLS 3.2.8 (2019)

Based on the calculation of data processing in Table 4.11. that the cronbach's alpha value of the research model shows that each variable has a value> 0.6 with the lowest value on the Work Discipline variable (X3) of 0.882 and the highest value on the Leadership variable (X1) of 0.977. From these results, that shows the research model has met the value of Cronbach's alpha. From the 2 stages of reliability testing with composite reliability and Cronbach's alpha, this research model has met the reliability criteria and is a reliable and reliable measuring tool.

X. HYPOTHESIS TESTING

Hypothesis testing between constructs is done by bootstrapping resampling method. Path Coefficients. The rule of thumb of the support of a research hypothesis is if the coefficient or direction of the variable (indicated by the original sample value) is in line with the hypothesis and if the statistical t value is more than 1.64 (two-tiled) or 1.96 (one tiled) and probability value (p-value) is less than 0.05 or 5%.

The results of hypothesis testing using smartPLS 3.2.8 can be seen as follows

Tabel 4.19. Nilai *Path Coefficient*, *t-Statistic* dan *P-Values*

HubunganAntarKonstruk	Original Sample (O)	T Statistic (O/STDEV)	P Values
Langsung (*Direct*)			
Kepemimpinan ->DisiplinKerja	0.323	3.982	0.000
Kepemimpinan ->Kinerja	0.063	0,490	0.624
MotivasiKerja ->DisiplinKerja	0.662	8.711	0.000
MotivasiKerja ->Kinerja	0.474	2.915	0.004
DisiplinKerja ->Kinerja	0.174	0.913	0.361
TidakLangsung (*Indirect*)			
Kepemimpinan ->DisiplinKerja ->Kinerja	0.056	0.854	0.394
MotivasiKerja ->DisiplinKerja ->Kinerja	0.115	0.904	0.367
Total			
Kepemimpinan ->Kinerja	0.119	1.105	0.270
MotivasiKerja ->Kinerja	0.589	5.741	0.000

Sumber : data diolah (2019)

1. Direct Effect (Direct Effect) Relationship Between Constructions

Based on Table 4.19. above, a decision can be made is

a. Statistical t value of 3.982> 1.662 so that H0 is rejected and H1 is accepted, which means that the variable X1 has a positive and significant effect on the variable Y2. The higher X1, the higher the Y2, and vice versa. This means that Leadership has a positive and significant effect on Work Discipline.

b. Statistical t value of 0.490 <1.662, means that variable X1 has a positive and not significant effect on variable Y1, then Leadership has a positive but not significant effect on Employee Performance.

c. Statistical t value 8,711> 1,662, means that variable X2 has a positive and significant effect on variable Y2, meaning that work motivation has a positive and significant effect on work discipline.

d. Statistical t value 2,915> 1,662, meaning that the variable X2 has a positive effect on the variable Y1, so that work motivation has a positive and significant effect on employee performance.

e. The static t value of 0.913 <1.662, means that the Y2 variable has a positive but not significant effect on the Y1 variable, meaning that work discipline

has a positive but not significant effect on employee performance.

2. Indirect Effects (Indirect Effect) Relationship Between Constructions

Based on Table 4.19. shows that,

a. Leadership (X1) on Performance (Y1) with Work Discipline (Y2) as intervening, is not a significant t-statistic value of 0.854 (<1,662). Thus, the hypothesis in this study which states that "the influence of leadership through work discipline as an intervening positive but not significant effect on employee performance".

b. Work Motivation (X2) on Performance (Y1) through Work Discipline (Y2) as intervening is not significant with a t-statistic value of 0.904 (<1,662). Thus, the hypothesis in this study states "Work Motivation through Work Discipline as intervening has a positive but not significant effect on Employee Performance".

XI. DISCUSSION

• Hypothesis Analysis

a. This analysis is used to see the magnitude of the influence of variables in accordance with the proposed hypothesis. Following below is the

analysis of hypotheses related to the influence between variables, viz

Leadership has a positive and significant effect on Work Discipline

The results of data analysis if the leadership factor has a positive and significant influence on work discipline. These results are in line with previous research conducted by BayuPermadi, IB.Ag, Dharmanegara and Ni WayanSitiari (2018) namely leadership has a positive and significant effect on discipline. Associated with correlations between dimensions shows the most direct relationship between leadership and discipline is the dimension of the role of decision makers, namely "good organizing function, responsibility function, HR management and superior negotiator function"

b. Work Motivation has a positive and significant effect on Work Discipline
Based on the results of data processing that has been done, that the Work Motivation factor has a positive and significant effect on Work Discipline. These results are in line with previous research conducted by Dr. Jamil Thalib, SE, MS (2015) namely work motivation factors have a more dominant influence on Work Discipline as well as research conducted by BayuPermadi, IB, Ag, Dharmanegara and Ni WayaSitiari (2018) namely Motivation has a positive and significant effect on discipline.

Associated with the correlation between dimensions, that external motivational factors in the form of salary / wages, good working conditions and good supervision will be very dominant influence on compensation from the organization, can be in the form of salary increases and employee welfare.

c. Leadership has a positive and significant effect on employee performance

Based on the results of data processing that has been done in this study, it shows that leadership has a positive but not significant effect on employee performance. This is in line with previous research conducted by BayuPermadi, IB, Ag,

Dharmanegara and Ni WayaSitiari (2018) namely leadership has a positive and not significant effect on employee performance, as well as research conducted by ThoniSetyo Prabowo, Noermijati and Dodi WirawanIrawanto(2017) that Leadership has no significant effect on Employee Performance.

Related to this, the leadership factor in the KramatJati Sub-district environment has been functioning well, inter-human role functions such as roles as figures, managerial functions are running well, and the leadership's ability as a liaison / connectivity in building synergy and coordination across sectors has been going well . In addition, leadership as an informative role such as the role of carrying out the supervisory function, communication function, and public relations has been going well in supporting the improvement of the performance of his subordinates.

Likewise, the leadership carried out by a Camat has been able to carry out a good organizing function, the role of responsibility, human resource management and superior negotiator functions have been carried out well, so that the performance of civil servants in the KramatJati sub-district environment has been good, especially in improving excellent service to the community.

d. Work motivation has a positive and significant effect on employee performance

Based on the results of data processing conducted in this study, the results of the hypothesis show that Work Motivation has a positive and significant effect on Employee Performance. This is confirmed by previous research conducted by Indra Lestari Sumbung, Syaikhul Falah and AlfianaAntoh (2015), namely that work motivation has a positive and significant effect on the performance of civil servants, Elvino Bonaparte, WayanGedeSupartha and Ni NyomanKertaYasa (2017) that work motivation has a positive and significant effect on the performance of civil servants, Elvino Bonaparte, WayanGedeSupartha and Ni NyomanKertaYasa (2017) positive and significant impact on performance and research by Dr. Ignatius Jeffrey

and ReiszaValleweyDantes namely "work motivation has positive and significant influence on employees' performance"

Judging from the description above, it shows that the most dominant external motivation influences employee performance, especially the provision of salary / wages, good working conditions and good organizational supervision that can improve employee performance in an organization.

e. Leadership, Work Motivation and Work Discipline as intervening have a positive and significant effect on performance.

Based on the results of data processing that has been done in this study, that the influence of leadership, work motivation intervened by work discipline on Employee Performance, or the indirect effect on performance shows that leadership and motivation have a positive but not significant effect on employee performance. This is reinforced by previous research conducted by BayuPermadi, I.B, Ag, Dharmanegara and Ni WayaSitiari (2018) namely leadership has a positive and not significant effect on employee performance.

The same thing is reinforced by research conducted by RakaKumarawati, GedeSuparta and SuyatnaYasa (2017), that the work discipline is not mediating or intervening between motivation on performance at the Regional Secretariat of Denpasar City and research conducted by WisnuSaputra and Imam Wibowo (2017) that the indirect influence of leadership style on employee performance through discipline is not significant.

CONCLUSION

Based on the results of data analysis using smartPLS 3.2.8, interpretation of the results of the study as well as the discussion that has been done before, it can be presented some conclusions that can be drawn from the results of the study as follows:

1. Leadership has a positive and significant effect directly on employee work discipline in the KramatJati sub-district government environment with a t-statistic value of 3.982 and a p-value of 0,000 and has a positive coefficient value of 0.323. This shows the greater influence of leadership from a KramatJati Sub-District Head and Echelon Officials below, then it is very dominant influence on the discipline of the Employees in the District Government of KramatJati.

2. Work motivation has a positive and significant effect directly on Employee Work Discipline in the District Government of KramatJati with a t-statistic value of 8,711 and p-value of 0,000 and a coefficient value of 0.662. This shows the higher work motivation they have, the better discipline of the employees in the KramatJati Sub-district environment.

3. Leadership has a positive and not significant effect directly on employee performance in the KramatJati sub-district environment with a t-statistic value of 0.490 and a p-value of 0.624 and a coefficient value of 0.063. This means that the magnitude of the influence of leadership does not greatly affect the performance of employees in the District Government of KramatJati.

4. Motivation has a positive and significant effect directly on employee performance in the KramatJati sub-district environment with a t-statistic value of 2.915 and a p-value of 0.004 and the coefficient value is 0.474. This shows that the amount of work motivation on the employee has a very big effect on the increase in employee performance.

5. Effect of Leadership, Work Motivation and Work Discipline as an intervening, indirectly positive effect on Employee Performance in the District of KramatJati, but not significant with a t-statistic value of 0.854 and p-values of 0.394 on leadership factors and for work motivation with values t statistic is 0.904 and p-values is 0.367. The coefficient values of 0.056 and 0.115 means that leadership and motivation that are intervened by work discipline have an indirect positive effect on employee performance, but not significantly.

6. The influence of overall leadership is positive on employee performance but not significant, while motivation has a positive and significant effect on employee performance in the KramatJati sub-district environment.

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