

# Analysis of the Influence of Leadership, Work Discipline, and Work Motivation on Employee Performance

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## ABSTRACT

This study aims to analyze the partial effects of leadership, work discipline, and work motivation on the performance of employees at SMPN 3 Ponorogo. The research employs a quantitative approach using an accidental sampling technique. Data were collected through both primary and secondary sources, with questionnaires distributed to 14 employee respondents. The collected data were then analyzed to determine the relationship between each independent variable and employee performance. The findings indicate that leadership has a positive influence on employee performance, as effective leadership can guide and inspire employees to achieve organizational goals. In addition, work discipline significantly contributes to improving performance by ensuring that employees adhere to rules and responsibilities. Work motivation also shows a positive effect, as motivated employees tend to be more productive and committed. Overall, each variable leadership, work discipline, and work motivation individually has a significant and positive impact on employee performance.

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

## I. Introduction

Leadership, work discipline, and work motivation are three interrelated variables that play a crucial role in determining organizational effectiveness. These factors serve as the primary foundation in achieving institutional goals optimally. Effective leadership provides direction, control, and organizational stability. Without strong leadership, organizations are prone to disorientation, weak coordination, and declining performance. Furthermore, leadership significantly influences employees' work motivation, as leaders function as providers of guidance, support, and encouragement in task execution. Work motivation is an internal driving force that encourages individuals to perform and contribute optimally within an organization. High levels of work motivation are associated with improved performance, productivity, and quality of outcomes. In organizational contexts, motivation is not solely influenced by individual factors but is also highly dependent on leadership style. Leaders who effectively manage human resources can create a conducive work environment, thereby encouraging employees to perform consistently and sustainably.

In addition to leadership and motivation, work discipline is another essential factor supporting organizational success. Discipline refers to a systematic effort to regulate individual behavior through rules, habituation, and mechanisms of rewards and sanctions. A high level of discipline reflects employees' responsibility and commitment to their duties and the organization. Conversely, low discipline can hinder the achievement of organizational goals. Therefore, discipline must be continuously developed through training,



supervision, and the reinforcement of a positive work culture. Employee performance is a key indicator in evaluating organizational success. Performance can be objectively measured based on both the quality and quantity of work outcomes. Objective and transparent performance appraisal systems can enhance employee motivation, while subjective evaluations may lead to dissatisfaction and decreased performance. Hence, organizations need to implement fair and measurable performance evaluation systems to improve productivity.

In the context of educational institutions, such as SMPN 3 Ponorogo, leadership, discipline, and work motivation play strategic roles in achieving the school's vision and mission. However, several challenges have been identified, particularly related to variations in leadership styles due to leadership rotation. These changes have generated both positive and negative impacts on employee performance. A lack of initiative, direction, and motivation from leaders has led to decreased discipline and work enthusiasm among employees. In addition, limited interaction between leaders and subordinates has resulted in less harmonious working relationships, thereby affecting organizational effectiveness. Work discipline at SMPN 3 Ponorogo is a critical aspect that requires serious attention. Discipline not only relates to compliance with organizational rules but also reflects individuals' awareness and responsibility in carrying out their duties. Existing phenomena indicate issues such as tardiness, unexcused absences, and low work initiative. These conditions suggest that the levels of discipline and work motivation among employees still need improvement.

Efforts to enhance motivation and discipline have been implemented by the school through various programs, including routine briefings, provision of salaries and allowances, health insurance, and training programs. However, these initiatives have not fully resolved the existing problems. This indicates the need for more effective leadership in managing, directing, and motivating employees. In conclusion, leadership, work discipline, and motivation are interconnected factors that significantly influence organizational performance. Effective leadership can enhance both motivation and discipline, which in turn improves employee performance. Therefore, appropriate leadership strategies, consistent disciplinary systems, and sustainable motivational efforts are essential to create an effective and productive organization.

## II. Literature Review

The Leader–Member Exchange (LMX) theory explains that the quality of the relationship between leaders and subordinates determines both individual and organizational effectiveness. High-quality LMX relationships are characterized by trust, mutual support, and intensive interaction, which in turn lead to improved employee performance, commitment, and job satisfaction. Conversely, low-quality LMX relationships may result in unequal treatment and reduced organizational effectiveness (Rockstuhl et al., 2012; Breevaart et al., 2015). Performance itself refers to the outcomes achieved by individuals in terms of both quality and quantity, influenced by competence, motivation, and work discipline (Robbins & Judge, 2017). In this context, human resource management (HRM) plays a strategic role in enhancing employee quality through training, development, and empowerment to achieve sustainable organizational performance (Noe et al., 2020).

In addition to LMX, transformational leadership has emerged as a crucial approach in improving organizational performance. This leadership style emphasizes the leader's ability to inspire, motivate, and develop subordinates' potential through a clear vision and effective communication. Transformational leaders align individual goals with organizational objectives, thereby fostering positive changes in employees' attitudes and behaviors (Banks et al., 2016). Meanwhile, the path–goal theory explains that leadership effectiveness depends on the leader's ability to facilitate subordinates' needs and provide clear direction toward achieving work goals (Northouse, 2021). Leadership, in general, can be defined as the ability of an individual to influence and direct others toward achieving common goals. Leadership styles are commonly classified into autocratic, democratic, and laissez-faire, each with distinct characteristics in decision-making and interaction with subordinates (Yukl, 2013). Key leadership indicators include decision-making ability, communication skills, motivation, control over subordinates, and responsibility toward the organization.

Work discipline refers to an individual's compliance with organizational rules and norms. It reflects employees' responsibility and commitment in carrying out their duties. A high level of discipline contributes to improved work effectiveness, whereas low discipline may hinder the achievement of organizational goals. Work discipline includes aspects such as punctuality, adherence to rules, and responsibility for assigned tasks (Hasibuan, 2019). Work motivation, on the other hand, is a driving force originating from both internal and external factors that influence work behavior. Based on need theory, motivation develops as individuals fulfill basic needs up to self-actualization. Intrinsic motivation arises from personal satisfaction, while extrinsic motivation is influenced by external factors such as rewards and compensation (Deci et al., 2017). Indicators of work motivation include promotion, achievement, rewards, and recognition provided by the organization.

Employee performance represents the results achieved by individuals in carrying out their responsibilities. It is influenced by intrinsic factors such as ability, motivation, and commitment, as well as extrinsic factors including leadership, work environment, and organizational systems (Mangkunegara, 2017). Performance indicators include quality of work, responsibility, teamwork, and initiative. Therefore, the interrelationship between leadership, work discipline, and motivation serves as a key determinant in enhancing employee performance and overall organizational effectiveness.

### III. Research Method

This study was conducted on employees of SMPN 3 Ponorogo with the objective of analyzing the influence of leadership, work discipline, and work motivation on employee performance. The research employed a quantitative approach with a total population of 14 respondents; therefore, a saturated sampling technique was applied. The data used consisted of both primary and secondary sources. Primary data were collected through the distribution of questionnaires to all respondents, while secondary data were obtained from scientific literature, including journals, books, and other relevant references. Data collection utilized a questionnaire with a five-point Likert scale to measure respondents' perceptions of the research variables. The dependent variable in this study was employee performance, while the independent variables included leadership, work discipline, and work motivation. Each variable was measured using relevant indicators, such as coordination and communication skills for leadership, compliance with rules for discipline, and intrinsic and extrinsic factors for motivation.

The data analysis method employed was multiple linear regression to determine both partial and simultaneous effects among variables. Prior to analysis, the research instruments were tested for validity and reliability to ensure data accuracy and consistency. Validity testing was conducted by comparing the calculated correlation coefficient ( $r$ -count) with the critical value ( $r$ -table) at a 5% significance level, while reliability testing used Cronbach's Alpha coefficient. Furthermore, the analysis was complemented by the coefficient of determination ( $R^2$ ) to assess the contribution of independent variables to employee performance, as well as hypothesis testing using  $t$ -tests and  $F$ -tests. Data processing was carried out using SPSS version 26, allowing the results to be empirically validated and providing a comprehensive understanding of the effects of leadership, work discipline, and work motivation on employee performance.

### IV. Results and Discussion

#### 4.1. Results

##### a. General Description of the Research Object

SMP Negeri 3 Ponorogo is one of the junior high school institutions located in Ponorogo Regency, East Java, specifically at Jalan MT. Haryono IV No. 26, Beduri Subdistrict. Geographically, the school is situated in a strategic area as it is located in the city center while also having a unit in a suburban area. This condition creates a unique work environment characterized by a combination of urban and semi-urban dynamics. Historically, the school originated from SMEP Ponorogo and was officially transformed into SMP Negeri 3 Ponorogo in 1979. In its development, the school manages two locations to support student capacity and the

effectiveness of the learning process. In its operations, SMPN 3 Ponorogo is supported by teaching staff and administrative personnel who play an essential role in maintaining the quality of educational services. Employee performance is a key factor in supporting the effectiveness of the school organization.

**Table 1. Respondents' Characteristics Based on Gender**

Gender	Total	Percentage
Male	11	79%
Female	3	21%
Total	14	100%

Many respondents are male (79%), indicating gender dominance in the school workforce structure.

**Table 2. Respondents' Characteristics Based on Age**

Age	Total	Percentage
21-30 years	2	14%
31-40 years	2	14%
41-50 years	5	36%
>50 years	5	36%
Total	14	100%

Most respondents are in the mature age category (above 41 years), indicating a high level of work experience.

**Table 3. Respondents' Characteristics Based on Years of Service**

Years of Service	Total	Percentage	Years of Service	Total	Percentage
<5 years	0	0%	<5 years	0	0%
5-10 years	5	36%	5-10 years	5	36%
11-15 years	5	36%	11-15 years	5	36%
>15 years	4	29%	>15 years	4	29%

All respondents have more than 5 years of service, indicating high loyalty and job stability.

**Table 4. Descriptive Statistics**

Variable	N	Min	Max	Mean	Std. Dev
Leadership	14	28	30	28.29	0.611
Work Discipline	14	28	35	29.29	2.164
Work Motivation	14	22	32	27.86	2.248
Employee Performance	14	26	32	28.43	1.453

The statistical results indicate that all variables are in the high category. The leadership variable shows a high level of homogeneity, while work motivation and discipline exhibit greater variation.

**Table 5. Validity Test Results**

Variable	Description
Leadership	Valid
Work Discipline	Valid
Work Motivation	Valid
Performance	Valid

All items have r-count values greater than r-table (0.532), indicating validity.

**Table 6. Reliability Test Results**

Variable	Cronbach Alpha	Description
Leadership	0.680	Reliable
Work Discipline	0.893	Highly Reliable
Work Motivation	0.697	Reliable
Performance	0.690	Reliable

All variables have  $\alpha > 0.60$ , indicating reliable instruments.

**Table 7. Regression Results**

Model	Variabel	B	Std. Error	Beta
1	(Constant)	34.021	37.316	-
	Kepemimpinan	0.328	1.538	0.138
	Kedisiplinan	0.191	0.434	0.285
	Motivasi Kerja	0.068	0.252	0.105

Regression equation:  $Y = 34.021 + 0.328X_1 + 0.191X_2 + 0.068X_3$

The results show that leadership has the most dominant influence on employee performance, followed by work discipline and work motivation.

**Table 8. Coefficient of Determination**

R Square	Adjusted R Square
0.531	0.259

An  $R^2$  value of 53.1% indicates that independent variables explain most of the variation in performance, while the rest is influenced by other factors.

**Table 9. t-Test Results**

Variable	t-value	Sig	Description
Leadership	3.218	0.001	Significant
Work Discipline	3.440	0.000	Significant
Work Motivation	2.271	0.000	Significant

All variables significantly affect performance partially.

**Table 10. F-Test Results**

F Count	Sig
4.107	0.011

The simultaneous test indicates that all variables collectively have a significant effect on employee performance. Overall, the results show that leadership, discipline, and motivation have positive and significant effects on employee performance both partially and simultaneously.

## 4.2. Discussion

### a. The Effect of Leadership on Employee Performance at SMPN 3 Ponorogo

Based on the analysis, leadership has a positive and significant partial effect on employee performance at SMPN 3 Ponorogo, with a t-value of 3.218 and a significance level of 0.001, exceeding the t-table value of 2.179. This indicates that effective leadership through direction, motivation, and support can create a conducive work environment and encourage employees to perform optimally and consistently achieve organizational targets. This finding is consistent with Wahjosumidjo (1987:11), who states that

leadership is the ability to influence others through communication so that subordinates willingly follow with awareness and understanding. Similarly, Fattah (2013) emphasizes that leadership influences individuals to achieve organizational goals through guidance and instruction. Effective leadership fosters confidence and support among employees, enhancing productivity and contribution. Therefore, leadership plays a significant role in improving employee performance.

b. The Effect of Work Discipline on Employee Performance at SMPN 3 Ponorogo

The analysis shows that work discipline has a positive and significant effect on employee performance, with a t-value of 3.440 and a significance level of 0.000. This demonstrates that adherence to rules and punctuality improves efficiency, responsibility, and overall productivity. Discipline enables employees to work systematically and responsibly, contributing to organizational success. According to Nitimita (1992:199), discipline reflects attitudes and behaviors aligned with organizational regulations. Prajudi Atmosudirjo (in Wursanto, 1995:146) defines discipline as conscious obedience without coercion. Thus, discipline is a key factor in achieving structured and professional work performance.

c. The Effect of Work Motivation on Employee Performance at SMPN 3 Ponorogo

The findings indicate that work motivation has a positive and significant partial effect on employee performance, with a t-value of 2.271 and a significance level of 0.000. Motivation both intrinsic and extrinsic enhances initiative, focus, and consistency in achieving organizational goals. Asim (2013) explains that higher motivation leads to improved performance. This is supported by Rini (2018), who found that incentives and rewards significantly enhance employee effectiveness. Therefore, motivation is a crucial determinant of employee performance.

d. The Simultaneous Effect of Leadership, Discipline, and Motivation on Employee Performance

Simultaneously, leadership, discipline, and motivation have a positive and significant effect on employee performance, with an F-value of 4.107 and a significance level of 0.011, exceeding the F-table value of 3.71 at the 0.05 level. This indicates that the synergy of these variables enhances productivity, responsibility, and goal achievement. Leadership guides and inspires employees (Hayati, 2016), discipline ensures consistency and compliance, and motivation drives productivity. Robbins and Judge (2015) also affirm that performance is influenced by individual, managerial, and organizational factors. Thus, the integrated management of these three variables is essential for optimizing employee performance at SMPN 3 Ponorogo.

## V. Conclusion

The study concludes that effective leadership functions as a guide, motivator, and enabler for employees, while discipline creates a structured and consistent work environment. The results show that leadership, discipline, and motivation have positive and significant effects on employee performance, both partially and simultaneously. Therefore, improving these three factors is essential to optimizing performance at SMPN 3 Ponorogo.

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