



The Influence of Leadership Style, Motivation, and Work Discipline on the Performance of Employees in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN - National Land Agency)

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Abstract

The objective of this study is to assess the individual and collective impact of leadership style, motivation, and work discipline on the performance of employees within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN) in Parepare City. The data analysis methods utilized encompass validity and reliability tests, multiple linear regression, partial testing, simultaneous testing, and determination coefficient. The research results reveal that individual aspects such as leadership style (X1), motivation (X2), and work discipline (X3) significantly contribute to the performance of employees at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN) in Parepare City. Leadership style exhibits a significant partial effect on employee performance ($2.610 > 1.674$, with a significance level of $0.012 < 0.05$). Similarly, motivation and work discipline also show significant partial influences on employee performance ($3.022 > 1.674$ with a significance level of $0.004 < 0.05$, and $2.633 > 1.674$ with a significance level of $0.011 < 0.05$, respectively). When considered together, leadership style, motivation, and work discipline collectively exert a significant impact on employee performance ($28.279 > 2.78$). The Coefficient of Determination (R^2) indicates that these variables contribute 61.5% to employee performance, signifying their substantial influence. It implies that 61.5% of the variation in employee performance at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN) in Parepare City is accounted for by leadership style, motivation, and work discipline, while the remaining 38.5% is influenced by unexplored factors such as training, occupational safety, compensation, and others.

Keywords: *Leadership Style; Motivation; Work Discipline; Performance*

Introduction

The progress in science and technology requires Civil Servants to enhance their performance in executing their duties and responsibilities competently to provide effective services to the public and attain the government organization's objectives. Consequently, organizations are established with the aim of reaching specific goals, and only upon the achievement of these goals can they be deemed successful. (Yekti, Sundoro; 2012)

Typically, employees with commendable performance can successfully attain the objectives set by the organization or company. The assessment of employee performance is determined by the

performance standards set by the institution. Meeting tasks in alignment with the established standards is indicative of good employee performance, while deviating from these standards may result in a less favorable evaluation of the employee's performance.

Performance is the result of a deliberate work process carried out by employees and the organization at a specific time and location. It encompasses a set of outcomes achieved through the execution and completion of a requested task. Various factors impact employee performance, including leadership style, work motivation, and work discipline.

As the mainstay of an organization, employees naturally need encouragement to improve their performance, with potential positive effects on the institution. Therefore, institutions are encouraged to motivate their employees to achieve satisfactory results for collective goals. Motivation gauges an individual's ability to sustain their efforts; motivated individuals will persevere in their tasks for an extended duration to reach their objectives.

Work discipline is another element influencing employee performance. Its purpose is to enhance efficiency by preventing unnecessary waste of time and energy (Baharuddin, Aris; et al., 2012). Additionally, it aims to mitigate the risk of damage or loss of assets, machinery, equipment, and work tools due to negligence, joking, or theft. A strong commitment to discipline reflects an individual's sense of responsibility towards assigned tasks. This commitment, in turn, cultivates enthusiasm, a positive work ethic, and the achievement of organizational goals. Effective work discipline is not a transient occurrence; the application of rules governing employee discipline must be firm and consistent. An employee with a high level of work discipline can be identified through punctuality, proper use of office equipment, a strong sense of duty, and adherence to office rules (Kusumayanti, Kepi; et al., 2020).

The National Land Agency is a non-ministerial government body in Indonesia entrusted with executing governmental responsibilities related to land, as mandated by the prevailing laws and regulations. Following Presidential Regulation of the Republic of Indonesia Number 47 of 2020 concerning the Ministry of Agrarian Affairs and Spatial Planning, the Ministry of Agrarian Affairs and Spatial Planning (ATR) is assigned to handle government affairs in the realms of Agrarian/Land and spatial planning, supporting the President in the governance of the State.

Upon initial observation, the researcher identified challenges within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in Parepare City, where there seems to be a lack of employee discipline impacting their work, consequently impeding their duties and responsibilities. This is evident in employees frequently entering and leaving the office during official working hours, insufficient close monitoring by leaders of employees who violate regulations, and instances of some employees leaving before the designated office hours at the National Land Agency in Parepare City. The issue of work discipline is anticipated to adversely affect the performance of employees at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in Parepare City.

On a different note, issues with leadership style affect employee performance because of the leader's insufficient attention to employees, resulting in overlooked work motivation and discipline among the staff. This has implications for the institution's future progress, presenting a challenge for leaders to effectively enhance employee work motivation. Likewise, establishing binding rules to ensure that each employee fulfills their tasks according to institutional procedures becomes imperative.

Research conducted earlier by Aidil Amin and Juwita Ramadhani Fitria (2020) as well as Denok Sunarsi (2018) indicated that the leadership style, motivation, and work discipline, either separately or together, have a significant impact on employee performance.

In accordance with the findings from a previous study conducted by Hamid Kurniawaty (2020) titled 'The Impact of Leadership Style, Motivation, and Work Discipline on the Performance of

Government Officials in Bajeng Sub-District, Gowa Regency,' while the research outcomes align with those of the present researcher, there are notable distinctions. The researcher specifically emphasizes that work discipline encompasses not only punctuality and attendance but also includes the inherent supervision (waskat) carried out by leaders on employees. In terms of leadership style, the emphasis lies on behavioral aspects, attitudes, decision-making, and providing guidance to subordinates for future improvement. Moreover, motivation is not solely assessed based on how leaders set an example but also on how a leader provides support to every employee at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in Parepare City.

The objective of this study is to assess the individual and collective impact of leadership style, motivation, and work discipline on the performance of employees within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in Parepare City.

Research Methods

The chosen methodology for this study is descriptive analysis, a method employed to depict or analyze research findings without extending to broader conclusions, as explained by Sugiyono (2005:21).

The research employs various instruments such as observation, interviews, surveys, or questionnaires, and documentation. These methods involve presenting a written list of questions to individuals, eliciting written responses. In this study, the sampled employees were subjected to observation, interviews, and questionnaires to gather insights into the impact of Leadership Style, Motivation, and Work Discipline on the Performance of employees at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN). The assessment is conducted using a 5-point Likert scale: Very Agree (VA) with a score of 5, Agree (A) with a score of 4, Less Agree (LA) with a score of 3, Disagree (D) with a score of 2, and Very Disagree (VD) with a score of 1.

Results and Discussion

A. Research Result

Table 1. Validity Test

No Item	r calculation	r table	Description
Questionnaire on Leadership Style Variable			
1.	0,646	0,220	Valid
2.	0,470	0,220	Valid
3.	0,625	0,220	Valid
4.	0,715	0,220	Valid
5.	0,709	0,220	Valid
Questionnaire on Motivation Variable			
1.	0,651	0,220	Valid
2.	0,616	0,220	Valid
3.	0,653	0,220	Valid
4.	0,623	0,220	Valid
5.	0,630	0,220	Valid
Questionnaire on Work Discipline Variable			
1.	0,648	0,220	Valid
2.	0,771	0,220	Valid

3.	0,485	0,220	Valid
4.	0,520	0,220	Valid
5.	0,728	0,220	Valid
Questionnaire on Performance Variable			
1.	0,683	0,220	Valid
2.	0,642	0,220	Valid
3.	0,704	0,220	Valid
4.	0,726	0,220	Valid
5.	0,650	0,220	Valid

Origin: Primary data processed using SPSS, 2023.

Based on the table, it is evident that the analysis of the validity test for the utilized research instruments has been conducted. The calculated 'r' value is extracted from the output generated by SPSS Version 26.0, while the critical 'r' value is determined from the 'r' distribution table using Excel. Considering a sample size (n) of 57, the degree of freedom (df) is computed as $(N-2) = 57-2 = 55$, with a significance level of 5% or 0.05. As a result, the critical 'r' value is identified as 0.220.

The validity test analysis results for the items related to the four variables in the research questionnaire demonstrate that each statement item possesses a calculated 'r' value exceeding the critical 'r' value. As a result, it can be inferred that the research instrument, represented by the questionnaire employed in this study, is deemed valid.

Table 2. Reliability Test

Variable	Cronbach Alpha	Description
Leadership Style	0,630 > 0,60	Reliable
Motivation	0,618 > 0,60	Reliable
Work Discipline	0,630 > 0,60	Reliable
Performance	0,709 > 0,60	Reliable

Origin: Primary Data Processed with SPSS, 2023

Derived from the table, it reveals the outcomes of the reliability test analysis conducted on the research instrument. The Cronbach Alpha is obtained through SPSS output. Testing the reliability of a variable involves utilizing a 0.60 value. The confirmation from the fourth statement of the variables in the research questionnaire illustrates that all statements possess Cronbach Alpha values surpassing 0.60. As a result, the research instrument, represented by the questionnaire employed in this study, is affirmed to be reliable and consistent.

Table 3. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.501	44.035		.375	.709
	Leadership Style	.305	.117	.299	2.610	.012
	Motivation	.351	.116	.320	3.022	.004
	Work Discipline	.290	.110	.310	2.633	.011

a. Dependent Variable: Employee Performance

Origin : Primary Data, processed whit SPSS 26, 2023

Derived from the table, it signifies that the multiple linear regression equation model for predicting employee performance influenced by Leadership Style, Motivation, and Work Discipline is presented as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$= 16.501 + 0,305X_1 + 0,351X_2 + 0,290X_3$$

From the above regression equation, it can be elucidated as follows:

- The constant value (α) is 16.501. When Leadership Style, Motivation, and Work Discipline have values of 0, the resulting employee performance is 16.501.
- The variable Leadership Style (X_1) has a value of 0.305. If Leadership Style influences it, with other variables assumed to be constant, employee performance will also see an increase.
- The variable Motivation (X_2) has a value of 0.351. If Motivation influences it, with other variables assumed to be constant, employee performance will also experience an increase.
- The variable Work Discipline (X_3) has a value of 0.290. If Work Discipline influences it, with other variables assumed to be constant, employee performance will also witness an increase.

Table 4. Partial Test (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.501	44.035		.375	.709
	Leadership Style	.305	.117	.299	2.610	.012
	Motivation	.351	.116	.320	3.022	.004
	Work Discipline	.290	.110	.310	2.633	.011

a. Dependent Variable: Employee Performance

Origin : Primary Data, Processed with SPSS 26, 2023

Based on the provided table, the SPSS results are extracted from the indicators of each examined variable, outlined as follows:

- The impact of Leadership Style on Employee Performance From the t-test results in the table above, it is evident that the calculated t-value is greater than the tabulated t-value, specifically $2.610 > 1.674$, with a significance level of $0.012 < 0.05$. This implies a significant partial influence of Leadership Style on the performance of employees at the Ministry of ATR/BPN, Land Agency of Parepare City.
- The impact of Motivation on Employee Performance The t-test results in the table indicate that the calculated t-value is greater than the tabulated t-value, specifically $3.022 > 1.674$, with a significance level of $0.004 < 0.05$. This suggests a significant partial influence of Motivation on the performance of employees at the Ministry of ATR/BPN, Land Agency of Parepare City.
- The impact of Work Discipline on Employee Performance The t-test results in the table show that the calculated t-value is greater than the tabulated t-value, specifically $2.633 > 1.674$, with a significance level of $0.011 < 0.05$. This indicates a significant partial influence of Work Discipline on the performance of employees at the Ministry of ATR/BPN, Land Agency of Parepare City.

Table 5. Uji Simultan (Uji F)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61298.277	3	20432.759	28.279	.000 ^b
	Residual	38294.705	53	722.542		
	Total	99592.982	56			
a. Dependent Variable: Y						
b. Predictors: (Constant), X ₃ , X ₂ , X ₁						

Origin : Primary Data, Processed with SPSS 26, 2023

According to the findings obtained from SPSS version 26.0, it is evident that the computed F-value is 28.279, exceeding the tabulated F-value of 2.78, and the significance level is 0.000, which is less than 0.05. This indicates a significant simultaneous impact of Leadership Style, Motivation, and Work Discipline on the performance of employees at the Ministry of ATR/BPN, Land Agency of Parepare City

Table 6. Uji Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.785 ^a	.615	.594	26.88013
a. Predictors: (Constant), X ₃ , X ₂ , X ₁				

Origi : Primary Data, processed with SPSS 26, 2023

Referring to the aforementioned table, it can be elucidated that the concurrent correlation amid the variables Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃) concerning employee performance (Y) results in an r-value of 0.785. This numerical representation signifies a robust and affirmative relationship, both individually and concurrently, among the variables Leadership Style, Motivation, and Work Discipline concerning Employee Performance. In essence, there exists a positive association between the variables Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃) and Employee Performance (Y). If the collective values of these three independent variables witness an increase, it will lead to an enhancement in employee performance.

The variables Leadership Style, Motivation, and Work Discipline collectively contribute or account for R Square = 0.615, representing 61.5% of the employee performance. This implies that these three variables significantly impact the performance of Ministry of ATR/BPN, Land Agency of Parepare City employees. The remaining 38.5% is influenced by unexamined variables like Training, Occupational Safety, Compensation, and others.

Discussion

In this research, the objective is to investigate how the leadership style, motivation, and work discipline impact the performance of employees working at the Ministry of ATR/BPN (Land Agency) specifically within the Land Office of Parepare City. The specifics of the study can be presented as follows:

1. Impact of Leadership Style on Employee Performance

The study reveals that the leadership style has a significant partial impact on the performance of Ministry of ATR/BPN (Land Agency) employees in the Land Office of Parepare City. This is evident in

the calculated t-value of 2.610, exceeding the t-table value of 1.674, indicating a noteworthy partial effect of the Leadership Style variable (X_1) on the Performance variable (Y).

2. Effect of Motivation on Employee Performance

Findings from the research indicate that motivation has a significant partial effect on the performance of employees at the Ministry of ATR/BPN in the Land Office of Parepare City. The calculated t-value for the Motivation variable (X_2) is 3.022, surpassing the t-table value of 1.674. Consequently, it can be inferred that the Motivation variable (X_2) significantly contributes to the Performance variable (Y).

3. Influence of Work Discipline on Employee Performance

The study results demonstrate that work discipline significantly impacts the performance of Ministry of ATR/BPN employees in the Land Office of Parepare City. With a calculated t-value for the Work Discipline variable (X_3) at 2.633, exceeding the t-table value of 1.674, it is concluded that the Work Discipline variable (X_3) substantially affects the Performance variable (Y).

4. Combined Impact of Leadership Style, Work Motivation, and Work Discipline on Employee Performance

According to the research findings, the obtained F-value of 28.279 surpasses the F-table value of 2.78. This leads to the conclusion that Leadership Style, Motivation, and Work Discipline collectively exert a simultaneous influence on employee performance.

The findings of this research align with the outcomes of Hamid Kurniawaty's investigation in 2020, titled "The Impact of Leadership Style, Motivation, and Work Discipline on the Performance of Civil Servants: A Case Study in the Administrative Apparatus of Bajeng Subdistrict, Gowa Regency." The research employed Multiple Linear Regression as the data analysis method. It revealed that Leadership Style and Work Discipline individually exert a noteworthy influence on Employee Performance at the Land Office of Banjar Baru City. Simultaneously, Work Motivation significantly affects employee performance at the same office. The combined influence of Leadership Style, Motivation, and Work Discipline significantly impacts Employee Performance at the Land Office of Banjar Baru City.

Conclusion

From the results of the Partial Test (t-test), we can infer that the leadership style significantly impacts employee performance at the Ministry of ATR/BPN Land Agency in Parepare City. This is evident as the calculated t-value (2.610) surpasses the t-table value (2.005), and the significance level is 0.012, which is less than 0.05. A second key finding indicates that motivation also plays a substantial role in influencing the performance of employees, given that the calculated t-value (3.022) exceeds the t-table value (2.005), with a significance value of 0.004 below 0.05. Additionally, the third conclusion highlights that work discipline significantly contributes to employee performance, with the calculated t-value (2.633) surpassing the t-table value (2.005), and a significance level of 0.011 below 0.05.

Furthermore, based on the Simultaneous Test Results (F-test), it can be deduced that Leadership Style, Motivation, and Work Discipline collectively exert a simultaneous influence on the performance of employees at the Ministry of ATR/BPN Land Agency in Parepare City. This is supported by the calculated F-value (28.279) exceeding the F-table value (2.78), and a significance value of 0.000 below 0.05.

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