

The Effect of Discipline and Leadership on Employee Performance with Motivation as Intervening Variable: The Case of Palembang City Public Works and Spatial Planning (PUPR) Office

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Article Information:

Received: April 24, 2024, Accepted: May 07, 2024, Published: May 09, 2023

Abstract

This study aims to determine the Influence of Discipline and Leadership on Performance through Intervening Variables of Work motivation in the Palembang City Public Works and Spatial Planning Service (PUPR) of Palembang City; this type of research is associative; this study uses variables of work motivation discipline, leadership, and performance. Sampling using the Slovin formula, with a sample use of as many as 126 respondents. The data needed is primary data with a data collection method using questionnaires. The analytical technique used in this study is the *Structural Equation Model* (SEM) Analysis Technique. The results showed 1) a positive but insignificant influence on discipline variables on work motivation, 2). There was a positive but not significant influence between leadership variables and work motivation variables, 3). There is a positive and significant influence between discipline variables and performance variables; 4). Leadership and performance variables have a positive and significant influence, 5). There is a positive and significant influence between work motivation and performance variables.

Keywords: discipline, leadership, motivation, performance.

JEL CODES: D12, G21, L84, M31, O33

How to Cite:

Saputra, D., Asiati, D. I., & Yamaly, F. (2024). The Effect of Discipline and Leadership on Employee Performance with Motivation as Intervening Variable: The Case of Palembang City Public Works and Spatial Planning (PUPR) Office. *International Journal of Business, Management, and Economics*, 5(2). pp. 171 – 186. DOI: <https://doi.org/10.47747/ijbme.v5i2.1769>

1. Introduction

In a dynamic and competitive business environment, organizations or institutions can compete with other organizations with competence supported by reliable human resources. Measuring employee performance is one of the main benchmarks of organizational performance, and this

Published by:

study's findings on the Influence of Discipline and Leadership on Performance with Motivation as an Intervening Variable provide practical insights for maintaining or improving organizational performance. The importance of evaluating work performance and the need to enhance good work performance are key takeaways from this research.

Organizations must be able to discover problems in achieving their goals, the same as those faced in the Palembang City Public Works and Spatial Planning (PUPR) Department. Researchers determine interesting problem phenomena that can influence organizational performance, but before discussing them, researchers will briefly describe the profile of the Palembang City PUPR Service. The Palembang City PUPR Service, a crucial regional apparatus, plays a pivotal role in the development of infrastructure in Palembang City. Led by a department head who reports to the Mayor through the Regional Secretary, the PUPR Service's responsibilities include assisting the Mayor in the fields of Public Works and Spatial Planning. To effectively fulfill these tasks and achieve the targets set in the Strategic Plan (RENSTRA), the PUPR Service relies on a competent and dedicated team of Human Resources.

Success in achieving organizational goals is determined by producing optimal employee performance. Researchers found an initial phenomenon at the PUPR Department of Palembang City, with problems in attaining official service performance as a form of employee performance achievement. It shows that the performance standards of the Palembang City PUPR Service have yet to reach maximum standards. This indicates that the objectives need to be adequately achieved as set out in the existing performance standards at the Palembang City PUPR Service. When viewed from performance targets as objective indicators, several conditions can be described according to existing reality. Target 1, with a standard of 75.00% and realization of 83.20%, means being able to exceed the standard well, but target 2, with a standard of 84.00 and realization of 83.42, means it has yet to reach the standard. Furthermore, target 3 has 2 work indicators, with the first indicator standard being 77.00% and realization being 81.45%, meaning it can exceed the standard well. The same thing happened to the second indicator, which had a standard of 64.00% and a realization of 81.82%, meaning it also exceeded the standard well. Target 4 also has 2 indicators, with the first standard indicator being 17% and the realization being 15.69%, meaning that it has yet to reach the desired standard. The same thing happened in the second indicator, with a standard of 74% and a realization of 66.67%, meaning it had yet to reach the standard well. Target 5, with a standard of 25% and realization of 22.31%, means that it has not been able to exceed the standard well, but target 6, with a standard of 17.64% and realization of 25.95%, means that it has been able to exceed the set standard. Finally, target 7 has a standard of 84.00% and a realization of 83.40%, meaning it has yet to exceed the standards set.

Overall, the achievement of targets or objectives and the service performance of the Palembang City PUPR Service in 2022 can be seen from 7 targets, where targets 2, 4, 5, and 7 have not completely exceeded the standards. However, targets 1, 3, and 6 could significantly exceed the standard. This condition indicates that performance achievements still need to be met optimally. This suggests that the Palembang City PUPR Service requires more persistent work efforts to achieve the performance standards and goals that the agency has set.

Researchers also looked closely and discovered phenomena related to work goals and standards. Goals are better, and an organization or individual actively achieves different conditions, while standards are measures of the desired goal. In other words, with standards, it can be known whether a goal can be achieved. Achieving work standards is closely related to

achieving goals. PANRB Ministerial Regulation Number 8 of 2021 explains that the civil servant performance management system aims to align the goals and objectives of agencies/work units/direct superiors into Individual Performance Targets, which will later become the basis for measurement, monitoring, performance coaching, and performance assessment as well as follow-up to performance assessment results. Article 6 of the regulation states that the preparation of the SKP plan is carried out in stages by high management officials or independent work unit leadership officials, administrative officials, and functional officials. The Results Role Matrix is used to align the performance at the level of high-level leadership positions to the positions below and the division of tasks. The aim is to ensure objectivity in developing civil servants and evaluating the productivity and contribution of civil servants so that they can successfully carry out their functions as desired within the assessment period. The research conducted at the PUPR Department of Palembang City has brought to light significant issues with employee goals and standards. The findings reveal a concerning trend where civil servants are struggling to surpass the category of merely clarifying optimal SKP goals. This is a clear indication that the civil servants at the Palembang City PUPR Service are yet to achieve the desired goals and work standards.

Based on the initial data obtained by researchers, it can be observed that the work standards at the Palembang City PUPR Service still need to meet the expectations and objectives of the desired optimal (outstanding) clarification category. In 2020, the Palembang City PUPR Department achieved work standard results of 90.3, but in 2021, it decreased to 73.6, and in 2022, it was 73. The Employee Work Target Assessment Standard (SKP) also indicates that the employee's work achievement goals have been partially exceeded. Optimal. This is because there has been no achievement of "excellent" performance or a score of 91 or above. Performance results for the past 3 years show that the performance of Palembang City PUPR Service Employees is at the level of adequate and good performance, yet to achieve the desired goals. This condition reflects the difficulties and problems at the Palembang City PUPR Service in realizing the optimization of employee work standards and better goals to be achieved in the future and on an ongoing basis.

The research has also uncovered a significant competency phenomenon that demands immediate attention. There is a pressing need to enhance the quality of human resources in the construction services sector. This is a crucial aspect that directly impacts the efficiency and effectiveness of the Palembang City PUPR Service, which currently employs 182 civil servants. The data shows that there is a gap in employee competency, where the level of education is still inadequate and imbalanced. This can be seen in the fields of Building Planning, Infrastructure, and Construction Services. One variable that can influence performance is work motivation. Researchers found a phenomenon in the Palembang City PUPR Service regarding indicators of working conditions; there was a problem where employees needed to have the same opportunities to develop. On the one hand, employees seem less at home and more comfortable in their work environment and climate. However, some employees show a high level of stress at work. Regarding work performance indicators, there is a problem where employee work motivation to excel still needs to improve, so employee work results are not optimal. There is also a need for employee activity to show their best abilities and take initiative at work. Employees are also antipathetic to the risks of work, so they lack innovation and make arguments at work. Furthermore, in the indicator of recognition from superiors, there needs to be more leadership recognizing the competence, skills, and knowledge possessed by employees and a lack of appreciation for the work that has been done.

It's important to recognize the pivotal role of work motivation and discipline in shaping employee performance. Work discipline, in particular, is a tool that leaders can leverage to foster a culture of adherence to regulations and norms. The presence of such regulations can significantly boost employee discipline, which in turn, can greatly influence the quality of work and overall performance. Researchers also found a problem phenomenon at the PUPR Department of Palembang City, where it was indicated that employee discipline still needed to be improved that indicated by the attendance level.

Employee attendance levels decreased between 2021 and 2022. In 2021, the attendance rate was 81.3%, but in 2022, it fell to 78.7%. This indicates that the overall level of employee attendance is still low. Researchers also found another phenomenon in the discipline variable: the indicators of work procedures for compliance with regulations. Researchers observed that since attendance was implemented using the Finger Print system, it did not make employees diligent; on the contrary, it made employees careless during work hours; employees only came to do Finger Print after they went home. Some employees are late for morning assembly and group exercise, and others are absent. Researchers also found minimal employees on duty in the field. They still needed to fully implement compliance with Occupational Health Safety (K3) procedures by Standard Operating Procedures for Construction work by Government Regulation Number 50 of 2012 concerning the Implementation of Occupational Safety and Health Management Systems, such as the use of safety helmets.

Apart from that, regarding the discipline variable, there is a problem with the indicator of obedience or obedience to superiors, as indicated by the many warning letters. Attendance and obedience to leadership orders at the Palembang City PUPR Service still need to be higher. Even though they have been given a warning letter, employees often need to heed it. In essence, enforcing discipline is a negative process that forces problematic and disobedient employee behavior. Another phenomenon is that employees must comply, be present, and carry out the order when ordered to monitor the field. It often happens that, when determining the location of the drainage team, the leader orders it to go to location X but to another location. The difference between the location instructed by superiors and where work is done...

The disciplinary process is used as an opportunity to turn a problematic situation into one that benefits all parties, change behavior, and not punish problematic employees. In reality, there are still several Palembang City PUPR Service employees whose behavior aligns with the agency's organizational expectations and is quite acceptable. However, some employees often cause problems, although not all of them. Loss of work discipline will affect work efficiency and effectiveness of mandated work tasks. The goals will only be achieved effectively and efficiently if discipline is enforced.

Apart from performance variables, such as work motivation and discipline, the influencing variable is leadership. Regarding leadership, the PUPR Department of Palembang City also faces problems and obstacles. The leadership of the City PUPR Service has yet to be able to make good decisions, which is indicated by frequent delays in services to the community when complaints occur. When a complaint arises, for example, when complaining about damaged roads/puddles of water, employees are asked to deal with it themselves even though the delay in service is due to limited personnel and excessive work. Leaders need help deciding on the problems of limited personnel and excess work. This indicates the leader's weakness in decision-making, so these incidents repeat themselves, and the leader cannot provide solutions to resolve these problems. PUPR service leaders also tend not to be toned to be more successful

in motivating subordinates; this is indicated by the leadership's lack of ability to recognize competence and expertise and appreciate employees' work results. When work is completed well, for example, bridge construction work or infrastructure buildings, leaders often prioritize the results of their leadership compared to recognizing and giving awards for their subordinates' skills and work results. If work is not completed (fails) in accordance with organizational goals, the leader is less responsible, places more burden on his subordinates, and blames the employees. Leaders are also less able to motivate employees regarding their work in the field; for example, when working to repair puddles, leaders do not provide motivation and monitoring so that the work can be done effectively. This condition makes subordinates less motivated and feel unappreciated in carrying out their work optimally.

The leadership of the PUPR Service has also yet to be able to control its subordinates; this is indicated by the problem of employee indiscipline behavior, as previously stated. This condition arises from a reflection of employees' negative perceptions of their lack of control ability by the leadership's behavior. Apart from that, there are other phenomena related to subordinate control indicators. Leaders find it difficult to control subordinates regarding assigned work targets. Lack of harmonious communication and monitoring of employees results in employees being less able to understand and focus on completing work. Condition. This results in leaders experiencing difficulty in controlling their subordinates. Researchers also found that the leadership's strategy of dividing work targets down to individual employees, in reality, had little impact on achieving the goals of the Palembang City PUPR Service. Based on the research background stated above, the researcher is interested in conducting research on the Influence of Discipline and Leadership on Employee Performance with Work Motivation as an Intervening Variable at the Public Works and Spatial Planning (PUPR) Department of Palembang City.

2. Literature Review

Performance results from work and work behavior achieved in completing the tasks and responsibilities in a certain period. Increasing individual performance will most likely also increase company performance because the two have a close relationship (Kasmir 2016: 182)

According to Kasmir (2016), factors influencing employee performance are abilities, skills, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and discipline. According to Afandi (2018), the factors that influence performance are ability, clarity and acceptance or clarity, level of motivation, competence, work facilities, work culture, leadership, and work discipline.

Motivation is one factor that influences performance; according to Busro (2020), motivation is a drive from within an individual to carry out certain activities to achieve goals. So, by being given the right motivation, employees will be encouraged to do the maximum possible in carrying out their duties, and they believe that with the organization's success in achieving its goals and various targets, their interests will be forgotten. Work motivation in an organization encourages employee morale, so they are willing to work hard to achieve goals. Leaders who direct with motivation will create conditions where employees feel inspired to work hard. Employees with work motivation are essential to achieve high-performance results consistently.

Discipline also influences performance. According to Afandi (2018), Work discipline is a tool managers use to change behavior and increase a person's awareness and willingness to comply

with all company regulations and applicable social norms. Work discipline is a form of compliance with written and unwritten rules. Compliance is manifested in the form of attitudes, behavior, and actions that comply with regulations. How will an organization run well if employees or human resources are not disciplined and need the awareness and willingness to obey all organizational regulations? On the other hand, if employees are highly disciplined and follow all organizational regulations, an excellent working atmosphere will be created. In the future, this will affect the level of employee performance.

Discipline can also influence work motivation. According to Saydam and Kadarisman in Erri & Fajrin (2018), work discipline is one of the factors affecting motivation. How will an organization run well if employees or human resources themselves are not disciplined and need the awareness and willingness to comply with all the regulations of an organization? Disciplined employees can also be influenced by the motivation in which they work. This condition will impact the implementation of the work process, so achieving the work results received will be less effective. Employees must obey regulations; a good, disciplined work atmosphere will increase work motivation or enthusiasm for effective and sustainable work results.

Apart from work motivation and discipline, another factor that influences performance is leadership. Leadership can be defined as a person's ability to move, direct, and affect the mindset and way of working of each member (employee or employee) so that they can act independently in their work, especially in realizing the results of decision-making in the interest of accelerating the achievement of predetermined performance goals (Wahyudi, 2017). Leaders must be able to analyze and make decisions regarding problems in their unit immediately. Poor leadership can trigger various organizational issues, including decreased morale and work motivation, low productivity, lack of innovation and creativity, and failure to achieve organizational goals.

Leadership is also able to influence work motivation. According to Saydam and Kadarisman in Erri & Fajrin (2018), leadership is one of the factors affecting work motivation. Good leadership can help employees feel motivated to work harder to achieve prosperity. On the contrary, bad leadership can hurt employee motivation. The negative impacts of poor leadership on work motivation include increasing employee absenteeism, employees feeling unappreciated, and employees feeling they need more opportunities to develop. Unmotivated employees tend to produce lower-quality products or services. Therefore, every leader must have leadership skills to motivate their employees or subordinates.

The influence of discipline on the work motivation of the Public Works and Spatial Planning Department of Palembang City employees. According to Herzberg (2015), factors that influence employee work motivation are hygiene factors and motivation factors. Discipline is included in hygiene factors, which contain the contents of company policies, regulations, and administration. Meanwhile, Saydam and Kadarisman in Erri & Fajrin (2018) stated that work discipline is one of the factors influencing motivation. Research by Yossi Maria Marintan Hutajulu et al. (2020) shows that discipline significantly affects work motivation, and research from Amy Nurhuda et al. (2019) shows that work discipline does not have a significant effect on motivation. The discipline phenomenon in the PUPR Department of Palembang City has decreased employee attendance levels from year to year. Employees ignore some work procedures and are not motivated to carry out work procedures according to the guidelines. Employees often do not comply with leadership orders and do not have a good work spirit.

The Influence of Leadership on Work Motivation of Palembang City Public Works and Spatial Planning Department Employees. According to Herzberg (2015), hygiene and motivation factors influence employee work motivation. Leadership is included in hygiene factors and motivation factors, which contain content on the quality of supervision/leadership and the leader's recognition of subordinates. Meanwhile, according to Saydam and Kadarisman in Erri & Fajrin (2018), leadership is one of the factors influencing work motivation. Dewi Suryani Harahap and Hazmanan Khair's (2019) research study shows that leadership positively and significantly affects work motivation. Research from Juniar Rosalina Widyawati (2021) states that the transformational leadership style does not considerably influence work motivation. The phenomenon in the Palembang City PUPR Service in leadership is the need for leadership ability in making decisions to overcome problems in the field, resulting in employees feeling that the leadership does not want to be responsible for the work. Leaders also do not appreciate work performance and recognize employee skills. In fieldwork, leaders do not motivate subordinates to complete the assigned work effectively. In addition, leaders need help controlling subordinates regarding assigned work targets. Lack of harmonious communication and monitoring of employees results in employees being less motivated to focus on completing work.

The influence of discipline on the performance of Palembang City Public Works and Spatial Planning Department employees. According to Kasmir (2016), one factor that influences employee performance is work discipline. High work discipline also influences performance optimization. Discipline is a form of obedience to applicable regulations, both written and unwritten. This obedience is manifested in attitudes, behavior, and actions that comply with these regulations. Discipline is a management action that encourages organizational members to fulfill the demands of various provisions (Siagian, 2016). This is supported by research by Willy Yusnandar et al. (2020), with analysis results showing that work discipline has a positive and significant effect on employee performance, then research from Anggi Maharani et al. (2022) with results that work discipline does not affect performance. The phenomenon of work discipline in the PUPR Department of Palembang City is characterized by employees still lacking discipline in obeying all agency regulations, such as often having problems with attendance, being late, not attending morning roll call, not complying with occupational safety and health (K3) rules. Attendance and written warning letters are considered just routine procedures. Employees need to be more disciplined and obedient in carrying out tasks given by the head of the agency so that work is completed late according to the specified time and not according to work goals and standards. If it continues and needs to be addressed, this serious phenomenon will hinder achieving the agency's performance goals.

The influence of leadership on the performance of Palembang City Public Works and Spatial Planning Department employees. According to Kasmir (2016), leadership is one factor that influences employee performance. Leadership is the leader's behavior in organizing, managing, and ordering his subordinates to carry out the tasks and responsibilities given to them to achieve the desired goals. The results of research conducted by Yandra Rivaldo et al. (2020) show that leadership significantly affects employee performance. Research from Indra Marjaya and Fajar Pasaribu (2019) showed that leadership had an insignificant negative effect on employee performance. The leadership phenomenon in the PUPR Department of Palembang City is characterized by a lack of leadership ability to provide work motivation and control subordinates to achieve goals, such as failing to reach targets for dealing with clean water quality, damaged roads, and puddles of water. Apart from that, the failure to achieve the

objectives of the SKP assessment means that the work standards of Palembang City PUPR Service employees tend to decline from year to year. Furthermore, employees also need leadership to appreciate employee competencies/skills and work results, resulting in employees carrying out work with low dedication. If this condition is not addressed carefully, it will affect the performance of employees and agencies.

The influence of work motivation on the performance of Palembang City Public Works and Spatial Planning Department employees. According to Kasmir (2016), motivation is one factor that can influence employee performance. Motivation is an encouragement for individuals, in this case, employees, to do work. If employees have strong encouragement, they will be stimulated or encouraged to improve performance. This aligns with research conducted by Widhi Wicaksono (2021), whose study shows that motivation has a positive and significant effect on performance. Research from Bukhari and Sjahril Effendi Pasaribu (2019) showed that motivation has no significant impact on performance. Work motivation in the PUPR Department of Palembang City is characterized by a lack of employee work motivation to improve work performance and develop individual abilities. Employees look less comfortable in the climate where they work. Apart from that, some employees show high stress at work. Employees are not interested in showing their best abilities, fear job risks, and must take the initiative to work. Apart from that, leadership is also not good at recognizing employees' competence, skills, and knowledge and does not appreciate the work done. These phenomena will affect performance, so agency performance results do not meet the desired goals and work standards.

3. Research Method

The research object is at the Office of the Public Works and Spatial Planning Department of Palembang City, located at Jl. Slamet Riyadi no 213 Lawang Kidul Village, Ilir Timur II District. The Palembang City Public Works and Spatial Planning Service was formed based on Palembang City Regional Regulation Number 7 of 2012 concerning amendments to Palembang City Regional Regulation Number 9 of 2008 concerning the Establishment of the Palembang City Public Works and Spatial Planning Service organization. The exogenous (independent) variables are discipline (ξ_1 or X_1) with indicators is Attendance rate, work procedures, and Obedience to superiors; and leadership (ξ_2 or X_2) with indicators of Ability to make decisions, 2. ability to motivate, and ability to control subordinates; while the endogenous (dependent) variables are motivation (η_1 or Y) with indicator is working conditions; Work Performance, and recognition from superiors. Performance (η_2 or Z) with indicator is objective, work standard, and competence before these variables were used as measuring tools in this research. The population used in this research was all employees at the Public Works and Spatial Planning Department of Palembang City (PUPR), totaling 182 people. The formula used to calculate the sample is the Slovin formula, with an error rate of 5% or 0.05. The sample that will be used in research on employees of the Public Works and Spatial Planning Department of Palembang City is 126 employees. The sampling technique above uses probability and cluster sampling techniques. The data collection method used in this research is a questionnaire, namely answers from respondents to a series of questions related to the influence of discipline, leadership, and work motivation on the performance of the Palembang City Public Works Department (PUPR) by the indicators that researchers used. The data analysis technique for measuring the variables in this research uses capital equation structural equation modeling (SEM).

4. Findings and Discussions

4.1. Confirmatory Factor Analysis

This analysis was carried out on all constructs separately in order to test the measurement model through evaluation of construct validity and construct reliability.

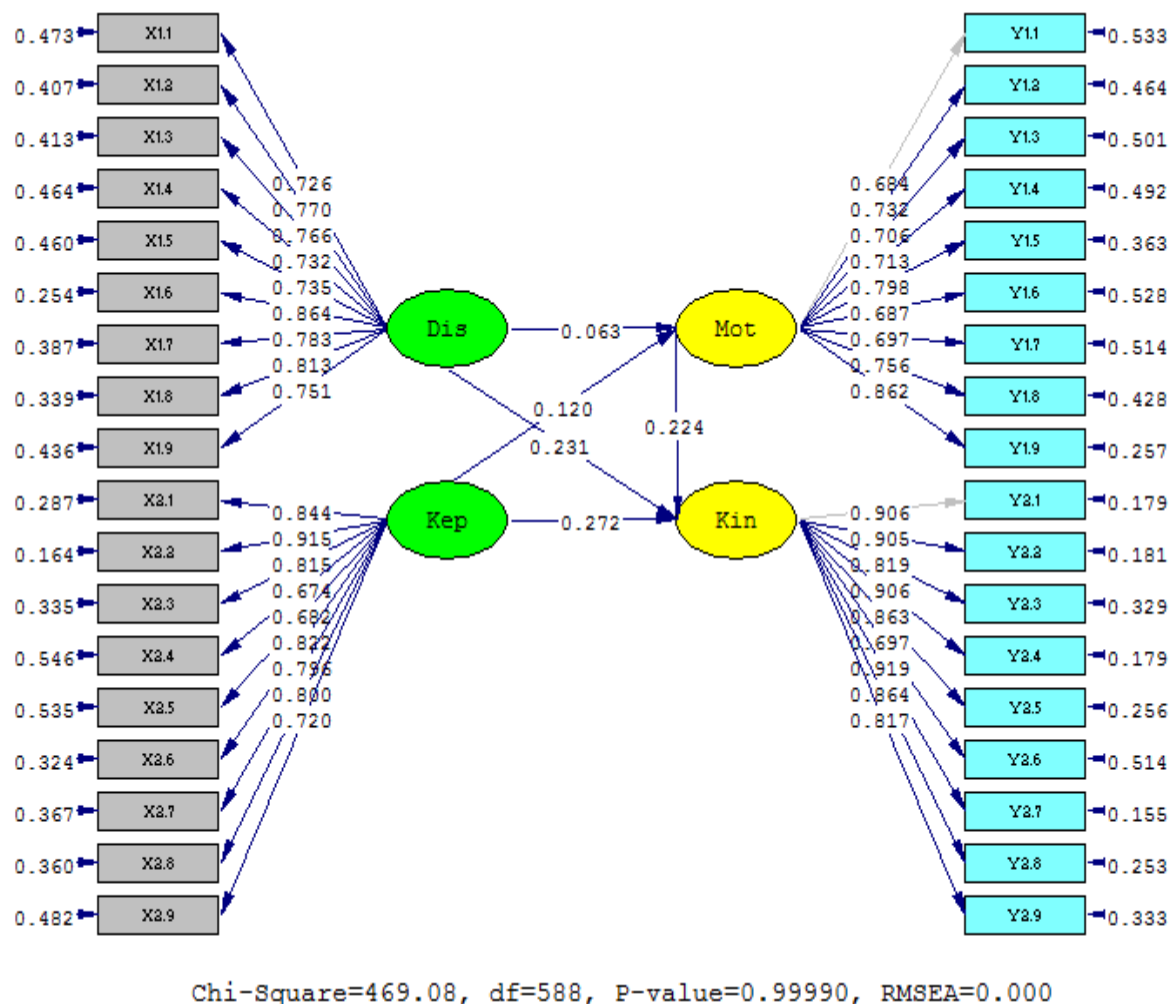


Figure 1. Confirmatory Factor Analysis (CFA)

Based on Figure 1, it shows that all loading factor variables have values greater than the error value. This shows that the CFA (Confirmatory Factor Analysis) examiner at the initial stage in the picture above has met the requirements for the next stage of testing.

4.2. Goodness of Fit

Based on Goodness of Fit results. A summary of the results of the model suitability test can be made as follows:

Table 1. Goodness of Fit

No.	Goodness of Fit Indices	Cut-Off Value	Hasil Penelitian	Tingkat Kecocokan
1	Chi-Square	< 645,521	469,079	Good Fit

No.	<i>Goodness of Fit Indices</i>	<i>Cut-Off Value</i>	Hasil Penelitian	Tingkat Kecocokan
2	P-Value	$> 0,05$	0.99990	Good Fit
3	RMSEA	$\leq 0,08$	0,000	Good Fit
4	SRMR	≤ 0.08	0,055	Good Fit
5	Nor. Chi-Square (X ² /DF)	< 2	0,798	Good Fit
6	NFI	≥ 0.90	0,936	Good Fit
7	TLI (NNFI)	≥ 0.90	1,007	Good Fit
8	CFI (RNI)	≥ 0.90	1,000	Good Fit
9	RFI	≥ 0.90	0.931	Good Fit
10	IFI	≥ 0.90	1,006	Good Fit
11	PNFI	≥ 0.50	0,873	Good Fit
12	PGFI	≥ 0.50	0,731	Good Fit

Based on Table 1, it can be concluded that the model is good because the overall goodness of fit index criteria are included in the good fit category, especially the P-Value value which is greater than 0.05 and the RMSEA value which is less than 0.05 so there is no need to model modifications were made.

4.3 t-value Result

The Influence of Discipline on Work Motivation of Palembang City Public Works and Spatial Planning (PUPR) Department Employees. Based on the test results, discipline positively affects work motivation. The test results using the lisrel application obtained a TValues value of 0.654 < 1.96. These results explain that discipline has a positive but not significant effect on work motivation. The results of this research are based on the theory of Saydam and Kadarisman in Erri & Fajrin (2018), who say that work discipline is one of the factors influencing work motivation. This research is in line with Amy Nurhuda et al. 's (2019) findings that work discipline has a positive but not significant effect on work motivation. However, this research is not in line with Yossi Maria Maritan Hutajulu et al. 's (2020) findings that work discipline has a positive and significant effect on work motivation. The reason this research is different from the research of Yossi Maria Maritan Hutajulu et al. (2020) is that it is based on several aspects, namely, the sample used in the research of Yossi Maria Maritan Hutajulu et al. (2020) was 48 samples. In contrast, there were 126 samples in this study. Yossi Maria Maritan Hutajulu et al. (2020) research sampling technique used a purposive sampling method, while in this study, a cluster sampling technique (sample area) was used. According to the analysis results obtained from the respondents' answers, it can be seen in the distribution of answers to the Discipline Variable that the problems are: (a) there are still some employees who come to work and leave work not at the specified time; (b) there are still employees carrying out supervision in Palembang City. Palembang City PUPR Service employees have yet to use standard procedures; (c) there are still Palembang City PUPR Service employees who are disrespectful and unable to communicate well with their superiors. Many employees still feel and have high levels of stress at work, and many have not received awards for their work achievements or recognition for their competence from the leadership. Researchers suggest that to increase employees' sense of discipline, leaders must pay more attention to employees who come to work and leave work not at the specified time. Then, in carrying out supervision, standard procedures have not been used, and employees are disrespectful and unable to communicate

well with superiors, so it is recommended to provide more intensive supervision by giving direct warnings from superiors to employees who frequently commit violations, giving appropriate sanctions to employees, which is deemed necessary. It has an effect on employees so that they don't do it again, so it is hoped that it will increase employee work motivation.

The Influence of Leadership on Work Motivation of Palembang City Public Works and Spatial Planning (PUPR) Department employees: A Crucial Insight for Leaders and Managers. Based on the test results, the direct influence of leadership variables positively affects work motivation. The test results using the lisrel application obtained a TValues value of $1.254 < 1.96$. These results explain that leadership has a positive but insignificant effect on work motivation. The results of this research are based on the theory of Saydam and Kadarisman in Erri & Fajrin (2018), who say that leadership is one of the factors influencing work motivation. This research is in line with research by Juniar Rosalina Widyawati (2021), which states that transformational leadership style does not significantly influence work motivation. However, this research is different from Harahap and Khair's (2019) research, which shows that work discipline has a positive and significant effect on work motivation. This research is different from research because it is based on several aspects, namely, the sample used in research was 145 samples. In contrast, there were 126 samples in this study, research used a quantitative descriptive method, while this research used a quantitative associative method. According to the analysis results obtained from the respondents' answers, it can be seen in the distribution of answers to the Leadership Variable that problems are: (a) there are still some employees who have not received motivation from the leadership in working either directly or in routine official meetings; (b) the leader is still unable to appreciate and praise success and enthusiasm for work; (c) the leader is still not proactive in solving problems. The result of this problem is that many employees still feel and have high stress levels at work, many employees have not received awards for their work achievements, and many employees feel they have not received recognition for their competence from the leadership. Researchers suggest that leaders have the potential to improve work motivation among employees significantly. By appreciating and praising success and enthusiasm for work and by being proactive in resolving problems, leaders can create a more motivated and productive work environment in the Palembang City public works and spatial planning department.

The Influence of Discipline on the Performance of Palembang City Public Works and Spatial Planning (PUPR) Department Employees. The test results show that the direct influence of discipline variables positively affects employee performance. The Lisrel application test results obtained a T-Values value of $2.660 > 1.96$. These results explain that discipline positively and significantly affects employee performance. The results of this research are by Kasmir's (2016) theory, which states that one factor influencing employee performance is discipline. High work discipline also influences performance optimization. This research aligns with Willy Yusnandar et al. 's (2020) findings that work discipline has a positive and significant effect on performance. However, this research does not align with Maharani et al. 's (2022) findings that work discipline has no impact on employee performance.

This research is different from the research of Maharani et al. (2022) because it is based on several aspects, namely, the sample used by the research of Anggi Maharani et al. (2022)—problem focus. So, the research sample was 60 people, whereas, in this study, there were 126 samples. According to the analysis results obtained from the respondents' answers, it can be seen in the distribution of answers to the Discipline Variable that the problems are: (a) there are still some employees who come to Work and leave Work not at the specified time; (b) there are

still employees carrying out supervision in Palembang City. Palembang City PUPR Service employees have not used standard procedures; (c) there are still Palembang City PUPR Service employees who are disrespectful and unable to communicate well with their superiors. The consequences of this problem can be seen in Table IV.12, namely that not all employees have work targets that are in line with expectations and are optimal, not all employees carry out SKP in an outstanding category, and many employees still feel they have not had the opportunity to improve their knowledge and skills at Work. Researchers suggest that to increase employees' sense of discipline, leaders must pay more attention to employees who come to work and leave Work not at the specified time. Then, standard procedures have not been used in carrying out supervision, and employees are disrespectful and unable to communicate well with superiors, so it is recommended to provide more intensive supervision by giving direct warnings from superiors to employees who frequently commit violations and giving appropriate sanctions to employees who are deemed necessary. It affects employees so they don't repeat it, and it is hoped to improve employee performance.

The Influence of Leadership on the Performance of Palembang City Public Works and Spatial Planning (PUPR) Department Employees. Based on the test results, the direct influence of leadership variables positively affects employee performance. The test results using the lisrel application obtained a t-values t-value of $3.111 > 1.96$. These results explain that leadership positively and significantly affects employee performance. The results of this research are based on Kasmir's (2016) theory, which states that leadership is one of the factors influencing employee performance. Leadership is the leader's behavior in organizing, managing, and ordering subordinates to accomplish tasks and responsibilities to achieve the desired goals. This research is in line with Yandra Rivaldo et al. (2020), which states that leadership has a positive and significant effect on employee performance. However, this research is not in line with Indra Marjaya and Fajar Pasaribu (2019), which states that leadership has a negative and significant effect on employee performance. The reason this research is different from the research of Indra Marjaya and Fajar Pasaribu (2019) is because it is based on several aspects, namely, the sample used in the research of Indra Marjaya and Fajar Pasaribu (2019), the research sample used a saturated sample. With a population of 48 samples, this research used the Slovin formula for 126 samples. According to the analysis results obtained from the respondents' answers, it can be seen in the distribution of answers to the Leadership Variable that problems are: (a) there are still some employees who have not received motivation from the leadership in working either directly or in routine official meetings; (b) the leader is still unable to appreciate and praise success and enthusiasm for work; (c) the leader is still not proactive in solving problems. The result of this problem is that not all employees have work targets that meet expectations and are optimal. Not all employees carry out SKP in the very good category. There are still many employees who feel they have not had the opportunity to improve their knowledge and skills at work. Researchers suggest that leaders can improve employee performance. Then, the leader must be able to appreciate and praise success and enthusiasm for work; then, the leader must be proactive in resolving problems in the Palembang City public works and spatial planning department so that it is hoped that leadership will be able to improve employee performance.

The Influence of Work Motivation on the Performance of Palembang City Public Works and Spatial Planning (PUPR) Department employees. Based on the research results, it is known that the direct influence of work motivation variables has a positive effect on employee performance. The test results using the lisrel application obtained a TValues value of

2.501>1.96. These results indicate that work motivation has a significant effect on employee performance. The results of this research are in accordance with the theory according to Kasmir (2016) which states that one of the factors influencing employee performance is work motivation. Work motivation is an encouragement for individuals or in this case employees to do work. This research is in line with research conducted by Widhi Wicaksono et al (2021) that work motivation has a positive and significant effect on employee performance. However, this research is not in line with research conducted by Bukhari and Sjahril Effendi Pasaribu (2019) which states that work motivation has no significant effect on employee performance. The reason this research is different from Bukhari and Sjahril Effendi Pasaribu's (2019) research is because it is based on several aspects, namely, the sample used in Bukhari and Sjahril Effendi Pasaribu's (2019) research with a population of 57 samples, whereas in this study there were 126 samples. According to the analysis results obtained from the respondents' answers, it can be seen in the distribution of answers to the work motivation variable that problems are: (a) there are still some employees who feel and have high levels of stress at work; (b) there are still employees who have not received awards for their work achievements; (c) there are still many employees who feel they have not received recognition for their competence. The result of this problem is that not all employees have work targets that meet expectations and are optimal, then not all employees carry out SKP in the very good category, there are still many employees who feel they have not had the opportunity to improve their knowledge and skills at work. Researchers suggest that leaders always provide work motivation and enthusiasm to employees so that employees can be motivated to work better, then leaders must provide employee comfort at work so that employees do not feel and have high levels of stress at work. Leaders can give awards for the work achievements that employees have achieved. Leaders can also provide recognition of their competencies to employees, so it is very important for leaders to increase the sense of harmonization so that later it is hoped that work motivation can run well and in accordance with what the organization and employees want so that it can improve performance for employees in the future.

The Influence of Discipline on the Performance of Palembang City Public Works and Spatial Planning (PUPR) Employees with Work Motivation as an Intervening Variable. Based on the test results, the direct effect of discipline on performance is 0.231, while the indirect effect of discipline on performance with work motivation as an intervening variable is 0.051. This means that work motivation strengthens the influence of discipline on performance. This statement is based on the results of distributing questionnaires and responses to existing statements; this shows that discipline influences performance through the intervening variable of work motivation, with the results of the questionnaire statement from the Work Motivation variable being dominated by respondents' answers strongly disagreeing and disagreeing, even neutral, relatively high. However, out of 126 respondents, some respondents agreed and strongly agreed.

The Influence of Leadership on the Performance of Palembang City Public Works and Spatial Planning (PUPR) Employees with Work Motivation as an Intervening Variable. Based on the test results, the direct influence of leadership on performance is 0.272, while the indirect influence of leadership on performance with work motivation as an intervening variable is 0.060. Work motivation strengthens the impact of leadership on performance. This statement is based on the results of distributing questionnaires and responses to existing statements; this shows that leadership influences performance through the intervening variable of work motivation with the results of statements on the questionnaire from the Work Motivation Variable dominated by respondents' answers strongly disagree and disagree and even neutral is

relatively high However, from 126 respondents some respondents agreed and strongly agreed.

5. Conclusion

It can be concluded that there is a positive and significant effect of discipline and leadership on employee performance and motivation. To increase the sense of discipline towards employee motivation, leaders must pay attention to employees who come to work and leave work not at the specified time. Then, in carrying out supervision, standard procedures have not been used, and employees are disrespectful and unable to communicate well with superiors, so it is recommended to provide more intensive supervision by giving direct warnings from superiors to employees who frequently commit violations, giving appropriate sanctions to employees, which is deemed necessary. It affects employees so they don't repeat it, and it is hoped to increase employee motivation. Researchers suggest that leaders have the potential to significantly improve work motivation among employees. By appreciating and praising success and enthusiasm for work, and by being proactive in resolving problems, leaders can create a more motivated and productive work environment in the Palembang City public works and spatial planning department. To increase work motivation and performance, leaders must provide employees with comfort at work so that employees do not feel high-stress levels. Leaders can give awards for the work achievements that employees have achieved. Leaders can also provide recognition of their competencies to employees. Hence, leaders need to increase the sense of harmonization so that later, it is hoped that work motivation can run well, and by what the organization and employees want, motivation can improve employee performance.

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