

The Influence of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat Ogan Komering Ulu (OKU) Regency South Sumatra

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Abstract

The purpose of this study is to analyze the influence of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra. The research design is based on the study environment, the research is included in the field research design category. Researchers focus attention on phenomena in the field so that direct involvement of researchers is limited to observations as cross-information material obtained from the object. The research location was in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra, with a total sample of 128 respondents. The analysis technique used: validity and reliability test, multiple linear regression analysis, hypothesis test (F test and t test). The results of the analysis state that there is a significant influence on Leadership Style, Motivation and Work Discipline together against employee performance. And partially significant influence of Leadership Style against Employee Performance. Meanwhile, Work Motivation and Discipline partially do not have significant effects against Employee Performance.

Keywords Leadership style, motivation, work discipline and employee performance

1. Introduction

Human Resource Management is a very important factor in an organization with a large or small scale. Human resource is seen as a very decisive element in the organizational development process because the development of service quality will be realized if it is supported by human resource's quality. Human resources must always be considered, maintained, and developed by the organization. Human resources are employees who are ready and able to achieve organizational goals. Thus the organization is required to manage and optimize its human resources so that they are able to carry out their duties properly and responsibly, and can increase the effectiveness of organizational performance.

An organization is basically a place or container where people gather, work together rationally and systematically, controlled by utilizing resources (funds, materials, environment, methods, means, infrastructure, data) and so on that are used efficiently and effectively to achieve shared goals. Government agency organizations are managed by people collectively, in order to be able to solve problems that exist in the institutions to achieve the goals of government agencies. Thus activities among employees require the attention of superiors so that each individual can identify, explore, and develop their potential, so that they can work optimally and productively in government agencies.

Performance is the result of work that has a strong relationship with organizational strategic objectives, customer satisfaction, and contributes to the economy (Wibowo, 2013). In general, employee performance is defined as the results displayed by the employee in carrying out daily tasks. There are many things that can affect performance, according to Kasmir (2016), namely: competence, knowledge, work design, personality, job satisfaction, work environment, loyalty, commitment, work discipline, personality, work motivation, leadership, leadership style, and culture.

According to Kasmir (2016) leadership style namely leaders play very important role in managing and implementing various company strategies. The level of success of employee performance can be determined by the leadership in the company, namely by looking at the leadership style they are running. According to Rivai (2014), leadership style is an approach or method chosen to direct and influence subordinates so that the level of company productivity, effectiveness, profitability, performance, and employee morale can be achieved in accordance with the goals desired by the company.

According to Kasmir (2016), motivation is something that needs to be the main consideration. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible which provide strength to encourage individuals to behave in achieving goals. According to Rivai (2013), motivation is something in humans that gives energy, which activates and moves towards behavior to achieve certain goals.

Another factor that affects employee performance is work discipline. Disciplinary action carried out incorrectly will create bad conditions and even damage the attitude of employees and the organization. Therefore, disciplinary action must not be applied haphazardly, but requires wise consideration. The relationship between employees and organizations is dynamic. The relationship is constantly changing according to the expectations of the other and the donations that will be given in return.

Hasibuan (2014) suggests that discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Discipline is able to reflect the amount of a person's responsibility for the tasks assigned to him. This will encourage passion, morale, and the realization of organizational goals. Good employee who works discipline will accelerate the company's goals, while a decreased work discipline will become a barrier and slow down the achievement of company goals.

Research by Putri, Kadarisman, Arief (2016) The results of her research show that (leadership style, motivation, and discipline) have a significant effect simultaneously and partially. Rifai (2015) results from his research that leadership style, motivation, and work environment have a positive effect against employee performance. Research by Sonny Hersona, Iwan Sidharta (2017), the results of his research show that the functions of leadership, motivation, and work discipline have significant effects both partially and simultaneously against employee performance.

Meanwhile, research by Freddy Visba, Muliawan Hamdani, Fitri Lukiastuti (2016) shows that leadership style does not affect employee performance, work environment positively affects servant work, education positively affects employee performance. And work discipline affects performance positively. Research by Kelimeda, Hairudinor, et al. (2018), The results of his research show that partially it proves that motivation has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, while work discipline has no significant effect on employee performance. Simultaneously generate

motivation, job satisfaction, work discipline have significant effects against employee performance.

Based on preliminary observations made at the Regional Secretariat of Ogan Komering Ulu Regency (OKU), it can be seen that employees have not had optimal performance results. This can be seen from employees in preparing and completing tasks there are deficiencies that reduce quality and also sometimes still found from the results of inspections at the Inspectorate. In some parts, there are several errors or mistakes that indicate the results of the performance of these employees. It can be said that their performance is not yet excellent or not of high quality. In this case not only affects the quality, but affects the quantity in the task to be completed.

Seen in terms of timeliness in completing tasks that affect effectiveness so that it can be controlled properly and can be delivered as soon as possible. However, there are still employees who have lack time and some even have excess time in completing tasks so that it is not optimal. In fact, sometimes employees tend to be less aware of the work being done and also less in utilizing available equipment to support the work process in completing the overall task such as daily reports and others to be more effective. As a result, the tasks given are not optimal because of the level of independence that each employee has, because in this case there are still employees who are less capable independently.

Factors that affect performance, namely leadership style, are important because it is a way of leading and influencing their subordinates to work productively. A good leader will be able to motivate his employees to work. Indicators of the leadership style taken are the ability to motivate, communication skills, and the ability to control subordinates.

The existing leadership style is still lacking, it is known that the existing leadership is still not comparative. This can be seen from the leadership that still tends not to pay attention to input or suggestions from subordinates and the leadership still does not understand the facts in the field, so that they are wrong in determining the time or target for achieving work completion and the leader in carrying out tasks and tends to often occur in efficiency.

Lack of communication with subordinates so that they provide direction or explanation to employees. The direction given to be optimal and efficient at work is still lacking, it seems that it still does not provide a sense of security for employees because they are not able to understand what employees need at work due to lack of guidance from the leadership in carrying out office activities. Then the leadership tends to pay less attention to the layout of the workspace where the dirty workspace and objects such as stationery are not neatly arranged on the table.

In controlling subordinates, leaders tend to show less concern for their subordinates, because there are still many employees who behave unsightly and sometimes there is inefficiency in the use of office infrastructure such as laptops that are running but not in use.

With regard to motivation, motivation is one of the factors that affects performance. Leaders also lack enthusiasm for employees as motivation. In this case responsibility, conditions, work, and interpersonal relationships are indicators. It is known that many employees tend to be passive in carrying out their duties and only take orders from the leadership. Then he seems less interested in completing his work, which causes a lot of work to be obstructed and piled up on the table which results are not being able to finish on time, even though it is clear that it is the responsibility.

Meanwhile, from working conditions and interpersonal relationships, there are still many employees who do not even understand their main duties and functions. Supported by not yet running office administration such as the guest book, if the arrival of guests they must be alert and must care about filling in the data for completeness and not taking advantage of time with things or activities that are more productive, because there are still employees who just sit around playing games and chatting so that sometimes the management of the archives in the workspace is still not tidy because they prefer to just sit around, which results in them working not optimally, resulting in poor working conditions and resulting in less mutual relationship conditions.

Another factor is work discipline, the work discipline applied is intended so that all employees in it are willing to obey all applicable regulations. It is known that work discipline is still low because employees work only to earn income so that in terms of responsibility they are still lacking because there are still employees who do not know the purpose and ability at work, not be able to prepare documents to carry out tasks and authority, and it can only be completed by one employee so other employees do not get the opportunity. Most of the employees who have not been disciplined in the hours of arrival and return do not match the time. Less active in following the morning apples. In this case where the fingerprint device itself that was previously used is damaged, manual attendance is the only choice because it becomes an obstacle for many employees who do not care and discipline to fill in the attendance list, and are often late when going to meetings. This has become entrenched because lack of role models from the leadership.

Based on the background description, researchers are interested in conducting research with the title The Influence of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency (OKU), South Sumatra.

2. Literature Review

2.1 Performance

According to Armstrong and Baron (2005) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and makes an economic contribution. According to Bernardin and Russel (2003), performance is a record of the results obtained from certain job functions or certain activities during a certain period of time, according to Mathis and Jackson (2004), employee performance is what is done and not done by employees. Thus, employee performance is the quality and quantity of the work of a person or group in carrying out tasks and obligations during a certain period of time as a result of the natural ability or ability of the learning process as well as the desire to achieve.

Wibowo (2017) states that performance is the implementation of a plan that has been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. Hasibuan (2014) performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness, and time.

According to Supardi (2014) employee performance is the ability and success of employees in carrying out the tasks assigned by the leadership. Etymologically, performance comes from the word performance (performance). Robbins (2012) states that performance is the work produced by an employee to achieve the expected goals.

According to Mathis (2012), performance is a record resulting from the function of a particular job or activity over a certain period of time. Kasmir (2016) states that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period.

Performance is about doing the job, what is done and how to do it, which then produces work that has a strong relationship with the company's strategic objectives and contributes to the economy.

According to Robbins (2012) performance indicators are as follows:

1) Workability

Is the ability of employees to master the ins and outs of their work and be able to solve work problems properly.

2) Craft

Is the persistence of employees in doing work and using free time to complete work.

3) Work compliance

It is an employee's compliance with job procedures and leadership orders.

4) Quality of work

Is the perfection of work results, tidiness, correctness of work procedures, fatigue, and speed of work.

5) Cooperation relationship

Is the quality of work that requires cooperation and the ability to work together.

6) Initiative or initiative

Is the ability to combine thought and effort, and try to start work without being asked.

7) Leadership

Is the ability to plan, carry out and control their duties, and be able or able to guide, encourage and become role models for their subordinates.

8) Responsibility

Trying to complete work with good results, on time and can work together in harmony and honesty in carrying out work.

2.2 Leadership Style

According to Thoha (2013) states that: "Leadership style is a norm of behavior used by a person when that person tries to influence the behavior of others or subordinates". Kartono (2016) states that leadership style is the nature, habit, temperament, character, and personality that distinguish a leader in interacting with others.

According to Rivai (2014) leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. Handoko (2012) states that leadership style is an important factor of a company

because in reality a leader can influence morale, the quality of work life, and especially the level of achievement of an organization.

Fahmi (2013) argues that leadership is a science that studies comprehensively on how to direct, influence, and supervise others to carry out tasks in accordance with planned orders. The science of leadership has been developing along with the dynamics of human life development. According to Kartono (2016) states as follows:

1) Decision Making Ability

Decision making is a systematic approach to the reality of alternatives faced and taken action accordingly calculation are the most appropriate action.

2) Motivating Ability

The ability to motivate is driving force that results in a member of the organization willing and willing to mobilize his ability (in the form of expertise or skills) energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and objectives of the organization that have been predetermined.

3) Communication Skills

Communication ability is the ability to convey messages, ideas, or thoughts to other people with the aim of the other person understanding what is meant either, directly orally or indirectly.

4) Ability to Control Subordinates

A leader must have the desire to make other people follow his wishes by using personal power or office power effectively and in a proper place for the long-term interests of the company. This includes telling the other person what to do in a tone that varies from stern to demanding or even threatening. The goal is to get the tasks done well.

5) Responsible

A leader must have a responsibility to his subordinates. Responsibility can be interpreted as an obligation that is obliged to bear, assume responsibility, bear everything or give responsibility and bear the consequences.

6) Emotional Control Ability

The ability to control emotions is very important for the success of our lives. The better our ability to control our emotions, the easier it will be for us to achieve happiness.

2.3 Motivation

According to Siagian (2014) defines motivation as a driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or labor skills and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve goals and various pre-determined organizational goals.

Furthermore, Widodo (2015) states that motivation is a power that is in a person, which drives his behavior to take action. The magnitude of the intensity of the strength within a person to do a task or achieve a goal shows the extent of his motivation level, while according to Hasibuan (2014) that motivation is the provision of a driving force that creates a person's

work excitement, so that they are willing to cooperate, work effectively, and are integrated with every effort to achieve satisfaction. According to Maslow (2010) the factors that influence motivation are:

1) Satisfaction factor (motivation factor)

This factor is called satisfier or intrinsic motivation, which means that it comes from within a person. This factor is also a motivation for someone to achieve that comes from within the person (intrinsic conditions), such as:

a) Achievement (achievement)

It is the driving force that motivates a person's work spirit because this will encourage a person to develop creativity and direct all the abilities and energies they have in order to achieve high achievement, provided the opportunity is given.

b) Responsibility (responsibility)

It is the driving force that motivates so that it works carefully to be able to produce products of special quality.

c) Job satisfaction itself (the work itself)

Is a theory called the theory of the level of equality of satisfaction (the steady-state theory of job satisfaction) suggests that personality is one of the determinants of job satisfaction stability.

2) Maintenance factor

This factor is called dissatisfier or extrinsic motivation. This factor is also known as hygiene factor, which means that it comes from outside a person, for example from the organization, but it also determines a person's behavior in his work life, factors related to fulfilling the need to maintain the existence of employees as human beings, maintaining peace and health. And also this factor is called a dissatisfier (source of dissatisfaction) which qualifies into the extrinsic factor includes the following:

a) Work safety and security

Work security and safety is a protection provided by an organization to guarantee the security of its own safety at work.

b) Working conditions

Working conditions are conditions in which employees expect conducive working conditions so that they can work well.

c) Interpersonal relationships among peers, with superiors, and with subordinates. This part is the need to be appreciated and appreciated in the organization so as to create harmonious working conditions.

2.4 Discipline

Handoko (2012) states that work discipline is the willingness of a person who arises with his own awareness to follow the rules that apply in the organization. According to Rivai (2014) discipline is a tool used by managers to communicate with employees so that they are willing to changing a behavior and as an effort to increase one's awareness and willingness to obey all company rules and prevailing social norms.

Hasibuan (2014) suggests that Discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Discipline is able to reflect the amount of a person's responsibility for the tasks assigned to him. This will encourage passion, morale, and the

realization of organizational goals. According to Hasibuan (2014) indicators of work discipline are:

1) Goals and Capabilities

Goals and abilities also affect the level of employee discipline. The goals to be achieved must be clear and ideally set as well as challenging enough for employees' abilities.

2) Leadership Example

Leadership role models are very important in determining discipline because leaders are used as role models and role models by their subordinates.

3) Remuneration

Remuneration (salary and welfare) also affects discipline because remuneration will provide satisfaction and love for the company / work. To achieve good discipline, companies must provide relatively large remuneration.

4) Justice contributes to the realization of discipline because the ego and human nature always feel that they are important and ask to be treated the same as other humans.

5) Waskat

Waskat (inherent supervision) is the most effective and real action in realizing employee discipline. Waskat means that superiors must be active and directly supervise the behavior, morals, attitudes, work passions, and work performance of their subordinates.

6) Punishment Sanctions

Penalties play an important role in maintaining discipline. With increasingly severe penalties, employees will be more afraid of violating company regulations, and will reduce employee disciplinary attitudes and behavior.

7) Assertiveness

Leaders who dare to act decisively apply punishment for employees who are disciplined will be respected and recognized by their leadership by their subordinates. Conversely, if the leadership is less assertive or does not punish disciplinary employees, it is difficult for him to maintain discipline in his subordinates, even more disciplinary attitudes of employees because they think that the rules and penalties no longer apply.

8) Human Relations

Managers must strive to create an atmosphere of harmonious and binding human relations, vertical and horizontal among all their employees. This will motivate good discipline in the company

3. Research Method

The research design is a work guideline so that research can run effectively and efficiently. Design is not only useful for research implementers but is useful for all those involved in the research activity. The research design can be prepared based on the formulation of the problem and the hypothesis to be tested.

Based on the time dimension, this research is a cross-section design where data collection is carried out at one time and comes from different objects to describe the situation. As for the study environment, the research is included in the field research design category. Researchers focus attention on phenomena in the field so that direct involvement of researchers is limited to observations as cross-information material obtained from the object. Meanwhile, based on

the objective, a descriptive design will be used because only one independent variable will be explained.

This study was conducted on Employees in the Regional Secretariat of Ogan Komering Ulu Regency. Population is the entire group of people, or things of interest investigated researchers want (Sekaran & Bougie, 2013). The total population is 188 people. The sample according to Sekaran & Bougie (2013) is described as "a subset of the population." In other words, a sample is part of the population. The number of samples in this study was determined based on the Slovin formula. Obtained a sample of 128 respondents.

The research variable is basically something that is being researched, which can differentiate or change the value. Descriptions of all variables in this study are described and each variable is developed into the following indicators:

Variable (Y): Performance is the result of work produced by an employee to achieve the expected goals. The indicators are Quality, Quantity, and Effectiveness.

Variable (X1): Leadership Style is the ability to be able to influence others without using strength, so as to achieve the desired goals. The indicators are the ability to motivate, communication skills, and the ability to control subordinates.

Variable (X2): Motivation is a force that can provide stimulation or encouragement and morale to employees for the achievement of goals and according to and desired by predetermined institutions. The indicators are responsibility, working conditions, interpersonal relationships.

Variable (X3): Work Discipline is an understanding of the attitude of a person's willingness and willingness to obey and obey the prevailing rules around him. The indicators are goals and abilities, penalties, assertiveness, human relations.

The data needed in this study is qualitative data, namely data that cannot be measured on a numeric scale. The qualitative data in this study are ordinal data. However, because in statistics all data must be in the form of numbers, this qualitative data will be quantified so that it can be processed further.

Types of data collection methods are interview, questionnaire, observation, secondary sources, or test. In this study, questionnaires were used. Questionnaires are more efficient to use when the researcher is clear about the variables being measured and what is expected from the respondent. In addition, questionnaires are also suitable if the number of respondents is large enough.

The data analysis technique in this study uses multiple regression analysis techniques with the help of the SPSS 20 program. The stages of implementing the analysis include:

- a) Validity Testing
- b) Reliability Testing
- c) Analysis Technique

3.1 Multiple Regression Analysis

Used to determine how much influence the variable Leadership Style (X1), Motivation (X2), and Work Discipline (X3) against Employee Performance (Y).

Multiple linear regression is used because the influence variable (X) is more than one, with the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Information:

Y = Employee Performance

a = Constant

b1, b2, b3 = Coefficient of Influence

X1 = Leadership Style

X2 = Motivation

X3 = Work Discipline

ε = Error of Term

3.2 Concurrent Testing (Test F)

Simultaneous regression analysis (Test F) was conducted to prove the research hypothesis the significant effect of the independent research variables together on the dependent variable.

The testing criteria are as follows:

Ho is accepted: $\text{sig } F > 0.05$ and $F_{\text{count}} < F_{\text{table}}$.

Ho is rejected: $\text{sig } F \leq 0.05$ and $F_{\text{count}} \geq F_{\text{table}}$.

Ho: There is no effect of leadership style, motivation, and work discipline together against employee performance.

Ha: There are affects of leadership style, motivation, and work discipline together against employee performance.

3.3 Partial Testing (T Test)

The regression analysis of the partial test of each independent variable on the dependent variable can be explained by using the t test.

The testing criteria according to Sugiyono (2017) are: Hypothesis testing with t test, namely testing the hypothesis of variable X on variable Y partially or one by one. The test criteria are as follows:

Ho is accepted: $\text{sig } t > 0.05$ and $t_{\text{count}} < t_{\text{table}}$.

Ho is rejected: $\text{sig } t \leq 0.05$ and $t_{\text{count}} \geq t_{\text{table}}$.

Ho: There is no influence of leadership style, motivation, and work discipline partially against employee performance.

Ha: There are influences of leadership style, motivation, and work discipline partially against employee performance.

4. Findings and Discussions

The data analysis used was instrument test, multiple regression basic assumption testing, hopothesis model and test, as follows:

4.1 Instrument Testing Results

Based on the results of calculations using the help of the SPSS for Windows Version 18.00 program, the results of the data validity test were obtained on the question items on the

Employee Performance (Y), Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃) variables. Valid at the real level (α) = 5%, so that it can be used as a valid measuring tool in further analysis

Based on reliability testing on the dependent variable, namely Employee Performance (Y), and the independent variable, namely Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃), it can be seen that all Cronbach's alpha for each variable is above the 0.600 mark, declared as reliable, this means that all question items in each of these variables can be used as a reliable measuring tool for further analysis.

4.2 Analysis Technique

4.2.1 Multiple Linear Regression Analysis

Used to determine how much influence the variable Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃) against Employee Performance (Y).

Based on the calculation results, the estimation function of the multiple linear regression equation is obtained, namely:

$$Y = 13.486 + 0.366X_1 + 0.112X_2 + 0.010X_3$$

The regression equation can be described as follows:

A constant of 13.486 means that if the Leadership Style, Motivation, and Work Discipline have fixed values, the Employee Performance is 13.486.

The coefficient value of the Leadership Style variable is 0.366. This means that every increase in the number of Leadership Style variables, the Employee Performance variable will increase by 0.366 assuming that the other independent variables of the regression model are fixed.

The coefficient value of the Motivation variable is 0.112. This means that every increase in the number of motivation variables, the employee performance variable will increase by 0.112 with the assumption that the other independent variables of the regression model are fixed.

The coefficient value of the Work Discipline variable is 0.010. This means that every increase in the number of Work Discipline variables, the Employee Performance variable will increase by 0.010 with the assumption that the other independent variables of the regression model are fixed.

4.2.2 Concurrent Testing (Test F)

Table 4.2.2 F test results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	308.534	3	102.845	24.169	.000 ^b
Residual	527.646	124	4.255		
Total	836.180	127			

a. Dependent Variable: Y

Based on the results of the F test above, the F test statistical value is 24.169 and a significance value of 0.000. While the value of F table with a significance of 0.05 and degrees of freedom db1 = 3 and db2 = 128-3-1 = 124 is 2.68. So that the calculated F value is greater than F table and the significance value of 0.000 is less than 0.05. Thus it can be concluded that the independent variables Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃)

together have significant and positive effects against the Employee Performance variable (Y). This means that the better the leadership style, motivation, and work discipline will improve employee performance.

4.2.3 Partial Testing (T Test)

Table 4.2.3 T test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.486	1.639		8.228	.000
X1	.366	.076	.501	4.828	.000
X2	.112	.088	.134	1.270	.206
X3	.010	.064	.019	.161	.873

a. Dependent Variable: Y

Based on the results of data processing in the table, the following interpretations are obtained:

Based on the results of hypothesis testing, the tcount for the Leadership Style variable (X_1) on Employee Performance (Y) is 4,828, while the tcount value is at a significance level (α) = 5% and degrees of freedom (df) = nk-1 = (128-3 -1) amounted to 1.9791. So that tcount > ttable (4,828 > 1.9791). The resulting significance is 0.000 which is smaller than the 0.05 significance level. Thus it can be concluded that the leadership style variable (X_1) is partially significant and positively affects employee performance (Y). It means that the better the leadership style will improve employee performance, and vice versa, the worse the leadership style, the lower the employee's performance.

Based on the results of the hypothesis test, the tcount for the Motivation variable (X_2) on Employee Performance (Y) is 1.270, while the tcount value is at a significance level (α) = 5% and degrees of freedom (df) = nk-1 = (128-3- 1) is 1.9791. So that tcount > ttable (1.270 < 1.9791). The resulting significance is 0.206 which is greater than the 0.05 significance level. Thus it can be concluded that the motivation variable (X_2) partially does not have a significant effect on employee performance (Y).

Based on the results of hypothesis testing, the tcount for the Work Discipline variable (X_3) on Employee Performance (Y) is 0.161, while the tcount value is at a significance level (α) = 5% and degrees of freedom (df) = nk-1 = (128-3 -1) amounted to 1.9791. So that tcount > ttable (0.161 < 1.9791). The resulting significance is 0.873 which is greater than the 0.05 significance level. Thus it can be concluded that the variable Work Discipline (X_3) partially does not have a significant influence on Employee Performance (Y).

4.3 Discussion

4.3.1 The Effect of Leadership Style, Motivation, and Work Discipline against Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra

Based on the results of the F test that leadership style, motivation, and discipline positively and significantly affect the performance of employees in the OKU Regency Regional Secretariat.

The implementation of leadership style, motivation, and discipline in the Regional Secretariat of OKU Regency has been carried out well, based on the statement that the leader employee has the ability to generate confidence in completing tasks, the leader can communicate well

and provide guidance in the implementation of office activities so that they run smoothly. There are still some employees who disagree with the statement given by the researcher because there are still employees who are not suitable for doing work according to their duties and functions. Employees who lack guidance need a long time for employees to complete their duties so that they are carried out smoothly. High motivation possessed by employees is very important to improve performance, employees say they are motivated and have a sense of responsibility in doing their job.

Some employees who do not agree with statements regarding discipline because there are still employees who are not disciplined, one of which is that they come to the office often not on time. Employees also stated that the leader was also unable to act fairly and firmly in giving punishment where there was still unfair treatment from the leader, especially for employees who had family relationships that were treated special, causing jealousy among employees. This obviously will affect the quality of performance that employees will provide.

Judging from the influence of these three variables together can improve the performance of employees in the Regional Secretariat of Kab. OKU in order to achieve the goals set by and be able to improve services to the community. This research is in line with what was done by Putri, Kadarisman, Arief (2016), that leadership style, motivation, and work discipline have joint effects against employee performance.

4.3.2 The Effect of Leadership Style on Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra

Based on the research hypothesis, it is stated that the leadership style has a significant effect on employee performance. Besides that, this research is also supported by the results of previous studies which are a reference for this study which states that leadership contributes to employee performance (Maryam, 2017). This shows that the better the characteristics and abilities of the leader, the better the employee's performance. This research is in line with that conducted by Yohanis, Agus (2015), Sonny Hersona, Iwan Sidharta (2017), and Jeremia, Bernhard, Yantje (2014).

It is explained that the leader is able to motivate and generate self-confidence to be able to complete tasks in achieving goals. Judging from the results, the leadership still tends not to pay attention to the input or suggestions from subordinates and the leadership still does not understand the facts in the field, so that sometimes it is wrong to determine the time or target for achieving work completion. Leaders in carrying out tasks and tend to often occur in efficiency.

Leaders can communicate well in unifying thoughts with each employee. In carrying out their duties, employees have not voluntarily and are able to accept their influence happily, with confidence, not forced, and feel that what they do is considered according to their expectations, so that in providing direction or explanation to employees. The direction given to be optimal and efficient at work is still lacking, it seems that it still does not provide a sense of security for employees because they are not able to understand what employees need at work due to lack of guidance from the leadership in carrying out office activities.

4.3.3 The Effect of Motivation on Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra

Based on the results of hypothesis testing, the motivation variable shows the results do not significantly affect the performance of employees in the OKU Regency Regional Secretariat.

Besides that, this research is also supported by the results of previous research which is a reference from stating that motivation does not have a significant effect on employee performance.

Some employees think that motivation does not really affect their performance. There are still some employees who are not motivated and have a sense of responsibility in doing their jobs. There are still many employees who tend to be passive in carrying out their duties and only take orders from the leadership. Employees appear to be less interested in completing their work, which causes a lot of work to be obstructed and piled up on the table, causing employees to often chat and not complete their work which results in not being completed on time due to poor work environment.

Some employees state that working conditions are not very pleasant, office administration is not yet running, such as the guest book, if guests arrive, they must be alert and must care about filling in the data for completeness and not taking advantage of time with more productive things or activities, because there are still employees those who just sit around, in the workspace are still not tidy, causing them to work not optimally, causing poor working conditions and consequently the condition of the relationship between the divisions is not familiar with each other.

4.3.4 The Effect of Discipline on Employee Performance in the Regional Secretariat of Ogan Komering Ulu Regency, South Sumatra.

Based on the results of hypothesis testing, the discipline variable shows results that have no significant effects against employee performance in OKU Regency Regional Secretariat. There are still employees who are not disciplined in obeying the rules, this can be seen from the fact that there are still employees who arrive late, and come home earlier than what has been determined due to lack of care and discipline to fill in the attendance list, and often being late for meetings. This has become a culture because of the lack of role models from the leadership. Leaders who are sometimes less firm. Firmness of leadership in reprimanding and giving punishment to every employee who is not disciplined should create good discipline among employees. However, in fact, even though some employees often arrive late and leave early, these have resulted in educational sanctions but these regulations have never been implemented. Leaders who do not directly reprimand employees cause employees to continue making these mistakes.

Unfair leadership in treating employees causes jealousy among employees, so that the relationship between employees is not good. Bad relationships among employees cause employees to be unable to communicate and discuss properly, which results in poor performance.

5. Conclusions

Based on the results of the research and discussion the authors conclude that: (1) Leadership style, motivation, and work discipline together have positive and significant effects against employee performance in the OKU Regency Regional Secretariat; (2) Leadership style has a positive and significant effect against employee performance in the OKU Regency Regional Secretariat, but the variables of motivation and work discipline partially do not have significant effects against employee performance in the Ogan Komering Ulu Regency Regional Secretariat.

Some implications: (1) The leadership style has a significant influence on the performance of the employees of the South Sumatra OKU Regional Secretariat, either simultaneously or partially. This study shows that these variables need to be considered so that they can continuously help improve performance for the progress of the agency. Leadership style plays an important role in directing employees to do work to achieve agency goals. A leader is able to solve problems with wise decisions. A good leader always knows what his subordinates want and interacts professionally and personally; (2) In this study, there is no partially significant influence on the motivation and work discipline variables on employee performance. However, it does not mean that the other two variables, namely motivation and discipline, are not important in developing employee performance. Motivation that drives employees' enthusiasm to do the job sincerely without feeling pressure that creates work stress and also always working hard in doing their job. Work discipline itself is the basic rule of individual behavior so that the work is carried out according to a predetermined plan, and obeys all the rules that have been made and problems that often arise are expected not to happen again.

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