



Measuring The Influence Of Leadership, Discipline, And Motivation On Employee Performance At Panninggilan Utara Health Center

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Abstract: *This study is aimed to proof the influence of leadership, discipline, and motivation both partially and simultaneously on the performance of employees (if there is) in Panninggilan community Health center (Puskesmas), Ciledug Sub-district, Tangerang. Improving employee performance will create progress for institutions or organizations to survive. Therefore there must be tips to improve employee performance as the most serious management challenge because success in achieving goals and the survival of an institution depends on the quality of the performance of the human resources it has. This research is a quantitative research type. The population in this study were all employees of Panninggilan community Health center (Puskesmas), Ciledug Sub-district, Tangerang, totaling 32 people and using the saturated sampling method, namely all employees as samples. Methods of analysis using statistical methods, namely SPSS type 29 with validity and reliability tests for questionnaires, classical assumptions test, multiple linear regression analysis with F test and T test to prove the hypothesis. The results of this study indicate that partially leadership, discipline, and motivation have a positive and significant impact on employee performance. Simultaneously leadership, discipline, and motivation have a positive and significant impact on the performance of employees of Panninggilan community Health center (Puskesmas), Ciledug Sub-district, Tangerang Municipality.*

Keywords: *Employee Performance; Leadership; Motivation; Discipline*

INTRODUCTION

Currently, problems are often found make failure of an organization because employee performance is less than optimal and even falls short of expectations. Organizations in both the government and private sectors ideally have quality employees so that organizational goals can be achieved. Organizations can grow rapidly, progress and develop towards the vision that has been set because of the support of employee performance. The success of an organization is greatly influenced by employee performance which is determined by many factors including leadership, discipline and motivation of employees in the organization.

Leadership is a way of interacting between leaders and subordinates in an organization. The role of leadership is directing, leading, building, motivating or inspiring,



directing the company and maintaining communication, and planning for employees towards the goals they aspire to (Mallawi, 2022). According to Santoso, (in Manalu et al., 2022) Work discipline is an act of awareness to comply with the regulations set by the company. If many employees are late for work, employees are still playing around while working, and do not complete work according to standard operating procedures (SOP), this will certainly have an impact on the performance of the employees concerned.

Motivation is encouragement, driving force or energy that produces an action. Someone does something intentionally, of course there is a purpose or purpose that motivates them to act according to Handoko (in Wanda Febri Anita et al., 2022).

Table 1.1 Research Limitations

No	Effects	Variable	Source	
			Positive and Significant	Negative and insignificant
1	Employee Performance	Leadership (X1)	(M. Natsir Mallawi, 2022)	(Antik Putri Utami, Nuning Lisdiana, & Hari Purwanto, 2022)
2	Employee Performance	Discipline (X2)	(Devri Christy Singon, Bernhard Tewel, & Rita N Taroreh, 2022)	(Nailul Muna & Sri Isnowati, 2022)
3	Employee Performance	Motivation (X3)	(Wanda Febri Anita, Ahmad Jauhari, & Lina Saptaria, 2022)	(Sri Sulistiyaningsih, Martini, & Fiderius Ismanto, 2022)

Based on the background and limitations of the problems that have been stated above, formulations were prepared in this research, namely: How does leadership, discipline and motivation influence employee performance at the Panninggilan Community Health Center, Ciledug District, Tangerang City, partially or simultaneously?

This research aims to re-examine these factors with different objects, times and places from previous research to determine the influence of leadership, discipline and motivation on employee performance both partially and simultaneously.

LITERATURE REVIEW

Leadership

Leadership is an action or effort to help oneself or others to achieve a goal. The leader's task is to direct, build, organize and show the people they lead that they are happy, equal, structured and obedient to the will and goals of the leader (Ghofur, 2019).

Hasibuan (in Indahwati & Rizqi, 2022) believes that leadership has a very important role in improving employee performance because leaders are role models or role models for their subordinates.

As explained by Wahjosumidjo (in Attamimi et al., 2022), the success of a leader in mobilizing other people to achieve the goals that have been set really depends on the authority factor, apart from that, how to create enthusiasm within each employee, colleague, and leader himself.

Discipline

Discipline is a set of behaviors carried out voluntarily and fully consciously to follow the rules set by the company, both written and unwritten. Good employee discipline accelerates the achievement of agency goals, while weakening discipline becomes an obstacle and slows down activities towards agency goals, without good employee discipline. Well, it is difficult for agencies to achieve good work results according to Nitisemo (in Syarief et al., 2022)

Basically, discipline is always expected to be a characteristic of every human resource in an organization, because with discipline the organization will run well and can achieve its goals well too. Every employee must have work discipline within their organization or company, such as complying with written and unwritten regulations set by the company because this can create a conducive and harmonious work environment which will have a positive impact on employee performance. (Sulistiyarningsih et al., 2021)

Hasibuan (in Indahwati & Rizqi, 2022) states that work discipline is the most important operational function of HR, because the better the employee's work discipline, the higher the performance results achieved. Without good discipline, it is difficult for an office organization to achieve optimal results. A company can easily achieve the set goals if employees have work discipline who are aware of their responsibilities and do what they have to do according to the rules.

Motivation

Motivation is encouragement or enthusiasm for someone to set goals and standard actions to be achieved. Employee motivation encourages employees to be more active in working, so that it is hoped that there will be an increase in employee performance according to Supriyadi (in Adhari, 2021).

According to Wibowo (in Indahwati & Rizqi, 2022), poor human performance is often caused by low motivation and motivation which of course can affect human performance. As employees become more motivated, they work more diligently and carefully to achieve results.

Employee performance is easier to achieve if it is supported by high motivation. According to Reksohadiprodjo (in Attamimi et al., 2022). Motivation is an effort to encourage and direct officials towards organizational goals so that they are willing to work and make efforts, so that the desires and goals of the organization can be achieved.

Employee Performance

Employee performance is the result of both qualitative and quantitative work carried out by employees in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2022). According to Moehleriono (in Indahwati & Rizqi, 2022), the meaning of the word performance comes from the word work performance, which is also known as actual performance or actual performance or

performance given by employees.

According to Hasibuan (Sulistiyarningsih et al., 2021) employee performance is a result of work achieved by a person in carrying out the tasks given to employees based on skills, experience and seriousness as well as time. Performance is a record of the results obtained through certain job functions or activities over a certain period of time.

Hypotheses

There are 4 (four) hypotheses raised in this research, namely:

- H1 : There is a positive and significant influence of leadership on employee performance.
- H2 : There is a positive and significant influence of discipline on employee performance.
- H3 : There is a positive and significant influence of motivation on employee performance.
- H4 : There is a positive and significant influence of leadership, discipline and motivation on employee performance.

Research Method

Types of Data

This research uses quantitative methods by displaying numbers on an ordinal scale which are manipulated into Likert scale interval data.

Data, Data Sources, and Data Collection Techniques

This research uses primary and secondary. Primary data from each participant sample of 32 Paninggilan Community Health Center employees. The variables used are leadership, discipline and work motivation. Secondary data was obtained from books and the internet.

Data Technique Analysis

Classic assumption test

The classical assumption test is carried out to detect whether there are normality, multicollinearity and heterodaticity problems in the research model. It is important to test classical assumptions to produce a linear estimator with minimum variance (best linear unbiased estimator), which means the regression model does not contain problems. For this reason, further testing is necessary, including:

Normality Test

Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph. If the data (points) spread around the diagonal line and follow the direction of the diagonal line, it shows a normal distribution pattern which indicates that the regression model meets the normality assumption. (Ghozali, 2016).

Multicollinearity Test

If a low value is the same as a high VIF (because $VIF=1/Tolerance$). The cut off value that is commonly used to indicate the presence of multicollinearity is a tolerance value ≤ 0.10 or the same as a VIF value ≥ 10 . (Ghozali, 2016).

Heteroscedasticity Test

If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur. (Ghozali, 2016).

Multiple Regression Test

This research examines the influence of leadership (X1), discipline (X2), motivation (X3), on employee performance (Y) both partially and simultaneously. Multiple regression analysis was tested using the SPSS version 29 tool. The multiple linear regression equation in this study was formulated as follows.

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

Partial Hypothesis Testing (T-Test)

The t-test or partial test is carried out to determine the significant level of the independent or independent variables individually influencing the dependent variable. If the calculated t value is $>$ t table then H_0 is rejected and H_a is accepted, whereas if the calculated value is $<$ and the t table value then H_0 accepted and H_a rejected. (Sugiyono, 2016).

Anova Hypothesis Testing (F-Test)

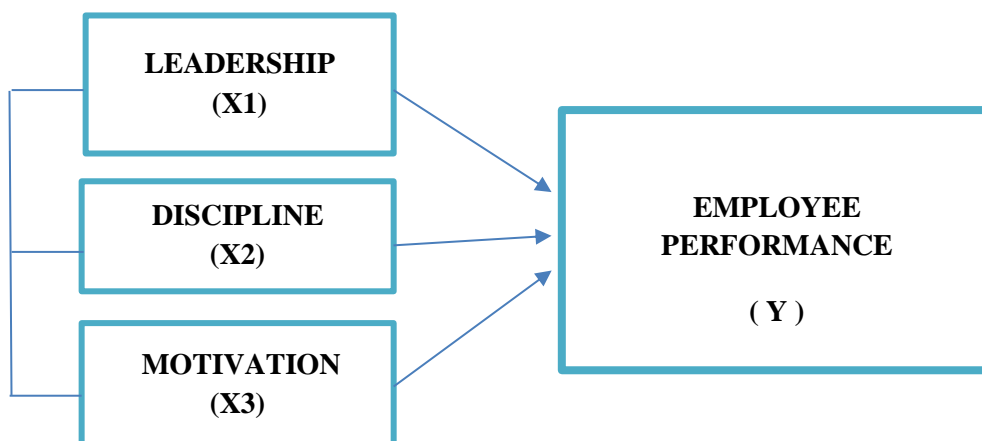
The f-test or simultaneous test, is carried out to find out whether all the independent variables together have a significant influence on the dependent variable. If f count $<$ f table. So H_0 is accepted and H_a is rejected. Meanwhile, if t count $>$ t table then H_0 is rejected and H_a is accepted. (Sugiyono, 2016).

Coefficient of Determination

The coefficient of determination (R^2) is used to predict how much influence the independent variables (leadership, work discipline and work motivation) will contribute to the variable (employee performance) (Sugiyono, 2016).

Variable

Variable The dependent variable in this research is employee performance (Y) and the independent variables are Leadership (X1), Work Discipline (X2), and Motivation (X3).



Variable Measurement

Validity Test

The significance test is carried out by comparing the calculated r value with the r table. If the calculated r is greater than the r table and the value is positive then the item or question or indicator is declared valid. By using correlation coefficient person. (Ghozali, 2016).

Reliability Test

SPPS provides facilities for measuring reliability with the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.70 . (Ghozali, 2016).

RESULTS AND DISCUSSION

There were 32 respondents to this study, consisting of 66% men and 34% women. Most respondents were aged > 40 (56%), the highest level of education was high school/equivalent (56%) and many had a working period of at least 10 years (47%).

Validity and Reliability Test

Validity Test

Table 2. Validity Test Results

Variable	Item	corrected correlation	R table	Information
		Item-total		
		Correlation		
LEDEARSHIP (X1)	X11	0.750**	0.349	valid
	X12	0.859**	0.349	valid
	X13	0.924**	0.349	valid
	X14	0.924**	0.349	valid
	X15	0.924**	0.349	valid
	X16	0.835**	0.349	valid
	X17	0.923**	0.349	valid
DISCIPLINE (X2)	X21	0.797**	0.349	valid
	X22	0.722**	0.349	valid
	X23	0.836**	0.349	valid
	X24	0.585**	0.349	valid
	X25	0.920**	0.349	valid
	X26	0.920**	0.349	valid
	X27	0.893**	0.349	valid
MOTIVATION (X3)	X31	0.659**	0.349	valid
	X32	0.794**	0.349	valid
	X33	0.624**	0.349	valid
	X34	0.826**	0.349	valid
	X35	0.840**	0.349	valid
	X36	0.853**	0.349	valid

PERFORMANCE (Y)	X37	0.890**	0.349	valid
	X38	0.881**	0.349	valid
	Y1	0.943**	0.349	valid
	Y2	0.911**	0.349	valid
	Y3	0.883**	0.349	valid
	Y4	0.900**	0.349	valid
	Y5	0.907**	0.349	valid
	Y6	0.884**	0.349	valid
	Y7	0.936**	0.349	valid
	Y8	0.936**	0.349	valid
	Y9	0.943**	0.349	valid

Based on the results of Table 2, it shows that all the items analyzed were declared valid because they had a calculated r value that was greater than the r table.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Leadership (X1)	0.951	7	Reliable
Discipline (X2)	0.906	7	Reliable
Motivation (X3)	0.947	8	Reliable
Performance (Y)	0.975	9	Reliable

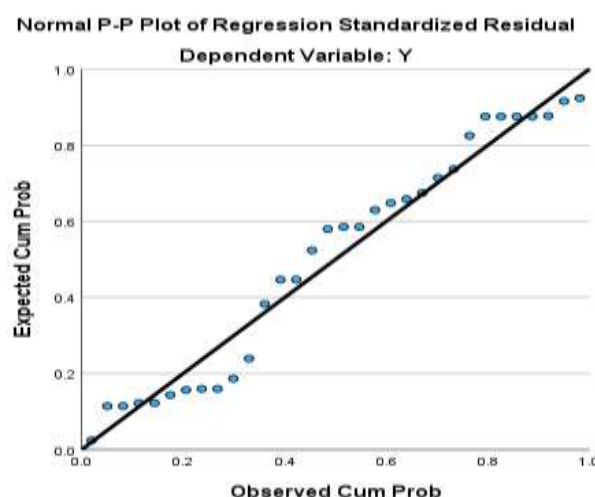
Source: Primary Data Processing SPSS version 29, 2023

Based on the results of table 2, it shows that the Cronbach alpha value is above 0.7 for each variable, so the instrument can be said to be reliable.

Classic Assumption Test

Normality Test

Figure 1. Plo Probability Test



Source: Primary Data Processing SPSS version 29, 2023

Figure 1, namely the normal p-p regression standardized residual graph, shows that the distribution of data around the diagonal line and the distribution of the points follows the direction of the diagonal line of the graph, so this regression model is declared to meet the normality assumption.

Multicollinearity Test

Table 4. Multicollinearity Test

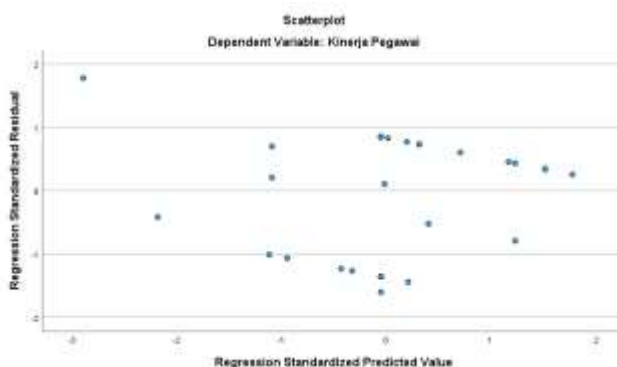
Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership (X1)	0.966	1.036
	Discipline (X2)	0.831	1.203
	Motivation (X3)	0.805	1.242

Source: Primary Data Processing SPSS version 29, 2023

Table 4 shows that multicollinearity does not occur because the VIF value is <10 and the calculation results show the tolerance value is below 1. So, it can be concluded that in this regression model there are no symptoms of multicollinearity.

Heteroskedasticity Test

Figure 2. Heteroskedasticity test



Source: Primary Data Processing SPSS version 29, 2023

Based on Figure 2, the scatterplot graph displayed to test heteroscedasticity shows that the points are spread randomly and there are no points that form a particular pattern and spread below and above the number 0 on the Y axis. This proves that heteroscedasticity does not occur in the regression model, so the

model regression is suitable to be used to predict variable Y.

Multiple Regression Analysis and Hypothesis Testing

Multiple Regression Analysis Test and T Test

Table 5. Multiple Regression Analysis and T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.754	2.487		1.912	0.059
	Leadership (X1)	0.067	0.028	0.211	2.359	0.020
	Discipline (X2)	0.143	0.063	0.195	2.270	0.025
	Motivation (X3)	0.186	0.080	0.222	2.318	0.023

a. Dependent Variable: Performance

Source: Primary Data Processing SPSS version 29, 2023

Based on table 5, an equation table can be prepared as follows:

$$Y = 4.754 + 0.067X_1 + 0.143 X_2 + 0.186 X_3$$

The influence of leadership on employee performance at the Paninggilan Community Health Center, Ciledug District, Tangerang. Based on the table above, the calculated t value (2,359) > t table (1,693) is obtained, and the significance is 0.020 < 0.05, so it can be concluded that H1 is accepted, meaning that leadership has a positive effect on the performance of employees at the Paninggilan Community Health Center, Ciledug District, Tangerang. The leadership regression coefficient value is 0.067, meaning that every 1 unit increase in leadership will influence employee performance by 0.067 units assuming other variables remain constant.

The influence of work discipline on employee performance at the Paninggilan Community Health Center, Ciledug District, Tangerang. Based on the table above, the calculated t value (2,270) > t table (1,693) is obtained, and the significance is 0.025 < 0.05, so it can be concluded that H2 is accepted, meaning that work discipline has a positive effect on the performance of employees at the Paninggilan Community Health Center, Ciledug District, Tangerang. The leadership regression coefficient value is 0.143, meaning that every 1 unit increase in work discipline will influence employee performance by 0.143 units assuming other variables remain constant.

The influence of motivation on employee performance at the Paninggilan Community Health Center, Ciledug District, Tangerang. Based on the table above, the calculated t value is (2.318) > t table (1.693) and is significant at 0.023 < 0.05, so it can be concluded that H3 is accepted, meaning that motivation has a positive effect on the

performance of employees at the Paninggilan Community Health Center, Ciledug District, Tangerang. The motivation regression coefficient value is 0.186, meaning that every 1 unit increase in motivation will influence employee performance by 0.186 units assuming other variables remain constant.

F Test

Table 6. F Test Results

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.378	3	9.459	4.198	.014 ^b
	Residual	63.095	28	2.253		
	Total	91.473	31			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership, Discipline, Motivation

Source: Primary Data Processing SPSS version 29, 2023

Based on table 6, the results show that F count (4.198) > F table (2.95) and a significant value of 0.014 < 0.05 H4 is accepted so that leadership, work discipline and motivation have a significant positive effect on employee performance.

Determination Coefficient Test

Table 7. Determination Coefficient

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	0.853	0.838	1.64903

a. Predictors: (Constant), Leadership, Discipline, Motivation

b. Dependent Variable: Employee Performance

Source: Primary Data Processing SPSS version 29, 2023

Based on the results of the coefficient of determination test in table 7, the adjusted R-square value is 0.853 (85.3%). This means that the ability of the independent variable in this study influences the dependent variable by 85.3% while the remaining 14.7% can be explained by other variables not examined in this study.

Discussion

The results of the H1 hypothesis test show that leadership has a significant influence on the performance of employees at the Paninggilan Community Health Center office, Ciledug District, Tangerang. This shows that leadership has a direct influence on employee performance. The results of this research are in line with the results of research conducted by (Manalu et al., 2022), (Mallawi, 2022), (Singon et al., 2022), (Soden et al., 2023) which suggest that leadership has a significant effect on performance. employees, but this is not in line with the results of research conducted (Utami et al., 2022) which stated that leadership does not have a significant influence on employee performance. Therefore, competent leadership is very important to influence employee performance in order to achieve organizational goals. Leaders must always consistently direct their subordinates to work together in completing the work, and have determination and be a role model and even have special abilities to be able to influence their subordinates in completing the work.

The results of the H2 hypothesis test show that work discipline has a significant influence on the performance of employees at the Paninggilan Community Health Center office, Ciledug District, Tangerang. This shows that work discipline has a direct effect on employee performance. The results of this research are in line with (Manalu et al., 2022), (Mallawi, 2022), (Singon et al., 2022), (Wanda Febri Anita et al., 2022) which suggest that work discipline has a significant effect on employee performance but This is not in line with the results of research conducted (Muna & Isnowati, 2022) which stated that work discipline does not have a significant effect on employee performance. Controlling employees to work in accordance with the rules or work habits that apply in an organization so that they are efficient and effective or the quantity and quality of work can increase, then discipline becomes an important element for the survival of an organization

The results of the H3 hypothesis test show that motivation has a significant influence on the performance of employees at the Paninggilan Community Health Center office, Ciledug District, Tangerang. This shows that motivation has a direct influence on employee performance. The results of this research are in line with (Manalu et al., 2022), (Mallawi, 2022), (Soden et al., 2023), (Wanda Febri Anita et al., 2022) which suggest that motivation has a significant effect on employee performance but not in line with the results of research conducted (Sulistiyaningsih et al., 2021) which stated that motivation does not have a significant effect on employee performance. The influence of work motivation on the performance of employees at the Paninggilan Community Health Center, Ciledug District, Tangerang. shows that employee work motivation plays an important role in maintaining and improving employee performance. The actions taken by employees to motivate them to be more successful can be influenced by various factors. Therefore, the existence of this factor provides motivation to get to know employees so that they can truly understand the life background, needs and personality of the person who will be motivated. In this way, employees will be willing to work hard in the hope that they will be able to fulfill their needs and desires from the results of their work.

The results of the H4 hypothesis test show that leadership, work discipline, and motivation have a significant influence on the performance of employees at the Paninggilan Community Health Center office, Ciledug District, Tangerang. This shows that leadership, work discipline, and motivation have a direct influence on employee performance. The results of this research are in line with (Soden et al., 2023), (Mallawi, 2022), (Babo et al., 2023), (Manalu et al., 2022), and (Singon et al., 2022) which suggest that Leadership, work discipline and motivation have a significant effect on employee performance. Therefore, it is important to pay attention to and maintain every factor that influences employee performance, such as employee motivation and work discipline at work.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the research and discussion, it can be concluded that leadership, work discipline and motivation partially and simultaneously have a positive and significant effect on the performance of employees at the Paninggilan Community Health Center, Ciledug, Tangerang Municipality.

Recommendations

The suggestion conveyed through this research is that the leadership of the Paninggilan Community Health Center also needs special attention to improve employee performance. Leaders can be more open in maintaining communication, harmony between employees, approaching employees, involving employees in making decisions, so that employees feel comfortable and needed so that employee performance can improve.

Paninggilan Community Health Center, Ciledug District, Tangerang. must pay attention to and maintain employee work discipline because it has a strong influence on the quality and quantity of employee performance. Paninggilan Community Health Center, Ciledug District, Tangerang must also pay attention to employee motivation, such as giving awards to employees who excel. It is recommended that future researchers discuss other variables that are not included in this research, because there are many other factors that influence employee performance.

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