

## The Effect of Work Discipline, Competence, and Leadership on Performance with Motivation as an Intervening Variable in the Community and Village Empowerment Service (DPMD) Dharmasraya Regency

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**ABSTRACT:** This study attempts to examine the influence of discipline, competence, leadership and motivation on employee performance in the Dharmasraya Village Community Empowerment Service. This research uses descriptive quantitative method. The study population consisted of 52 people from civil servants and non civil servants. To obtain a valid and reliable instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were performed. The data analysis technique used is linear regression analysis, t test, coefficient of determination, and path analysis using the SPSS program, with  $\alpha = 0.05$ . The results showed that discipline, competence, and motivation had a significant influence on the performance of the Dharmasraya Village Community Empowerment Service, while leadership did not have a significant influence on the motivation and performance of the Dharmasraya Village Community Empowerment Service Employees. These empirical findings indicate that in order to improve the employees of the Dharmasraya Village Community Empowerment Service, it is necessary to pay attention to discipline and competence as well as motivation of the employees of the Dharmasraya Village Community Empowerment Service.

**Keywords:** Discipline, Competence, Leadership, Motivation, Employee Performance

### I. INTRODUCTION

The Community and Village Empowerment Service (DPMD) of Dharmasraya Regency is a service institution that has the function of determining the formulation and policies in the field of community and village empowerment. DPMD is a type A Regional Apparatus Organization (OPD) with a total of 52 employees, consisting of 40 civil servants and 12 casual daily workers (THL).

Dharmasraya Regency DPMD employees are elements that always exist in the organization. Those who make goals, make innovations, and achieve organizational goals. Continuous improvement of performance results requires high performing Human Resources (HR). Employees who have an attitude of dedication, discipline and professional competence are very likely to have work performance in carrying out their duties so that they are more efficient and effective. Professional employees can be interpreted as a perspective to always think, work hard, work full time, be disciplined, honest, loyal, and full of dedication for the success of their work (Hamid, 2003: 40). To achieve high performance results, company leaders must pay attention to work discipline.

However, according to observations made by researchers, various problems were found in the research location, namely in DPMD Dharmasraya Regency. Some employees show low work discipline as seen from absenteeism, employees who do not attend apples at DPMD and there are still employees who leave early. Observations and information obtained from the head of the subdivision of personnel, still found that there are employees who like to sit relaxed during working hours, there are no strict sanctions, the enthusiasm for carrying out activities is still low, the lack of knowledge and competence of employees, employee complaints about compensation that are not evenly distributed, the lack of work motivation of employees and it shows the low performance of some employees towards the organization.

Based on the above background, the authors are interested in conducting further research which will be outlined in the Thesis Proposal with the title "The Effect of Work Discipline, Competence and Leadership on performance with motivation as an intervening variable in the Community and Village Empowerment Service (DPMD) Dharmasraya Regency".

Based on the description and explanation on the background above, the problems in this study can be formulated as follows:

1. How does work discipline affect the work motivation of the employees of the Community and Village Empowerment Service (DPMD) in Dharmasraya Regency?
2. How does competence influence the work motivation of the employees of the Community and Village Empowerment Service (DPMD) of Dharmasraya Regency?
3. How is the influence of leadership on the work competency of the employees of the Community and Village Empowerment Service (DPMD) in Dharmasraya Regency?
4. How is the influence of work motivation on the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)?
5. How does work discipline affect the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)?
6. How is the influence of competence on the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)?
7. How is the influence of leadership on the employee performance of the Dharmasraya District Community and Village Empowerment Service (DPMD)?
8. How is the influence of work motivation as an intervening variable between work discipline on the performance of the employees of the Dharmasraya District Community Empowerment Service (DPMD)?
9. How is the influence of work motivation as an intervening variable between the competence and performance of the employees of the Community and Village Empowerment Service (DPMD) in Dharmasraya Regency?
10. How is the influence of work motivation as an intervening variable between leadership and employee performance of the Dharmasraya District Community and Village Empowerment Service (DPMD)?

## II. LITERATURE REVIEW

### Performance

Performance can be interpreted as work results that can be achieved by an employee in carrying out the main tasks and functions assigned to him, while they expect feedback on the work that has been carried out. Handoko (2000) states that an employee is successful or unsuccessful in carrying out his duties, then the leader must give sincere recognition and appreciate it with various forms of appreciation. Because human instincts are sometimes more inclined to get praise or praise when he does an activity. The value of a compliment will have an effect on improving the quality of work, which basically means that someone wants his rights to be respected and respected even though basically the level of a job is relatively low. Indicators in performance include (1) Achievement, (2) Discipline, (3) Creativity, (4) Cooperation, (5) Skills, (6) Responsibility

### Work Discipline

According to Davis (in Mangkunegara, 2011: 129) suggests that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. So, work discipline is one of the functions of human resource management as a guide in carrying out tasks for its employees.

Based on the above understanding, it can be concluded that work discipline is an attitude, behavior and actions in accordance with the written and unwritten rules made by company management in order to achieve organizational goals and if it violates there will be sanctions for violations that have been committed. Furthermore, discipline can be interpreted as an attitude, behavior and actions in accordance with the written or ordinary regulations of a company or agency. Thus, each company determines or formulates a rule that is enforced to ensure the implementation of the agency's work mechanism, to create regular work procedures so as to achieve organizational goals well. Indicators in Work Discipline include (1) Obeying the stipulated rules and regulations, (2) Obeying orders from superiors, (3) Time discipline, (4) Discipline towards efforts to increase cooperation

### Competence

Piers (in Riduan, 2005) states, "All Individuals are creative in diverse ways and different degrees". Creative work is not born just by chance, but through a series of creative processes that require strong skills, skills and motivation. There are 3 factors that determine a person's creative achievement, namely: high motivation or commitment, skills in the field he is engaged in, and creative competence. Semiawan (1984: 8) defines "creativity is the competence to make new combinations between data elements or things that already exist before". Thus operationally creativity can be formulated as a competency that reflects fluency, flexibility or flexibility and originality and competence in elaborating (developing, enriching, and detailing) an idea. Indicators in competence include (1) Personal Character, (2) Self-Concept, (3) Knowledge, (4) Skills

### Leadership

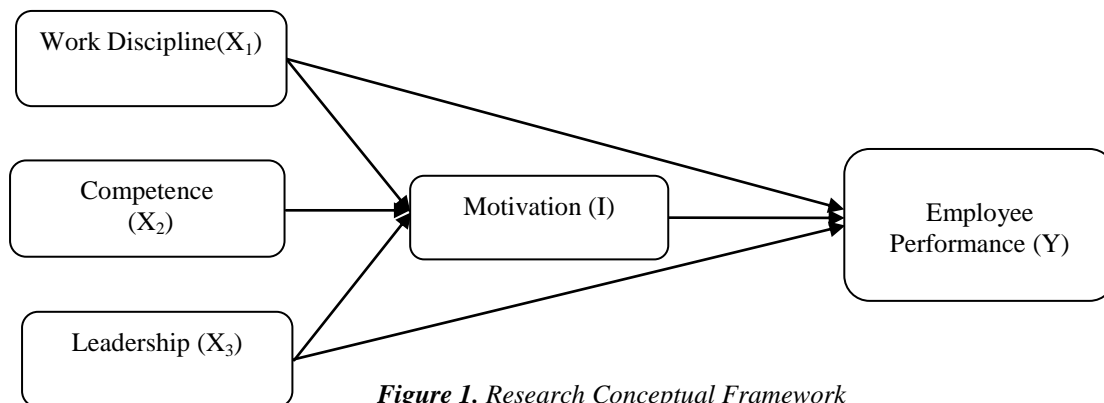
According to Siagian (2009: 62) leadership is the ability of a person to influence others (in this case his subordinates) in such a way that the other person is willing to do the will of the leader even though personally it may not be liked by him. Furthermore, according to Abdulrahman cited by Moenir (1988: 232) leadership is a person's ability to move people to follow a leader. Of the 13 explanations, leadership can be defined as the expertise of someone who is able to follow his orders. Indicators in leadership include (1) Planning programs, (2) Relationships with subordinates, (3) Willingness to accept suggestions from subordinates, (4) Willingness to help overcome subordinates' difficulties, (5) Willingness to delegate authority to subordinates, (6) Willingness to accept changes that occur in the implementation of work.

### Motivation

Ara (in Gustisyah, 2009) defines that motivation is a strong behavior that is directed towards a specific goal, behind this strong behavior it is suspected that there is a kind of need, desire or desire. The term "need" or "want" indicates a lack (or excess) of something, in which the achievement of this goal can be satisfied. Further saying the term "desire" indicates a strong feeling, in this way motivation can be seen as a process, first impulses or cues (calls) come or arise from within a person and then lead him to act in ways that enable the fulfillment of those cues (calls) which are thought to be needs, wants and desires. Uchjana (in Rismayani, 2007), states that "motivation is closely related to needs. One or more needs must be met to be motivated". This statement means that someone will want to do something if he wants to get something. Motivation contains three main elements, namely: needs, encouragement and goals. Indicators in motivation include (1) Need for achievement, (2) Need for affiliation, (3) Need for power.

### Research Conceptual Framework

Conceptual framework is a model that explains the relationship of theory with important factors that are known in a particular problem. The conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable. Based on the theoretical foundation and the formulation of the research problem, the conceptual framework in this study, can be seen in the following figure:



*Figure 1. Research Conceptual Framework*

### Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows:

- H1: Work discipline affects the work motivation of the employees of the Community and Village Empowerment Service (DPMD) of Dharmasraya Regency
- H2: Competence affects the work motivation of the employees of the Community and Village Empowerment Service (DPMD) Dharmasraya Regency
- H3: Leadership affects the work motivation of the employees of the Community and Village Empowerment Service (DPMD) of Dharmasraya Regency
- H4: Work motivation affects the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)
- H5: Work discipline affects the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)
- H6: Competence affects the performance of the employees of the Community and Village Empowerment Service (DPMD) of Dharmasraya Regency
- H7: Leadership affects the performance of the employees of the Dharmasraya Regency Community and Village Empowerment Service (DPMD)

- H8: Work motivation as an intervening variable between work discipline on the performance of the employees of the Community and Village Empowerment Service (DPMD) in Dharmasraya Regency
- H9: Work motivation as an intervening variable between competence and employee performance at the Community and Village Empowerment Service (DPMD) Dharmasraya Regency
- H10: Work motivation as an intervening variable between leadership and employee performance of the Community and Village Empowerment Service (DPMD) Dharmasraya Regency

**III. RESEARCH METHODS**

The research conducted by the author is a study that is within the scope of human resource management, namely analyzing and seeing the influence of work discipline, competence and leadership on performance with motivation as an intervening variable at the Dharmasraya District Community and Village Empowerment Service (DPMD), which is located at Jalan Lintas Sumatra, Pulau Punjung District, Dharmasraya Regency, West Sumatra Province, Indonesia.

This study uses a quantitative method with path analysis, with saturated sampling method, where the population and sample of this study are 52 Civil Servants (PNS) and Loose Daily Workers (THL).

In accordance with the conceptual framework of thought, two structural equations can be made, namely the regression equation which shows the hypothesized relationship. The two equations are as follows:

$$I = \rho_{YX1}.X1 + \rho_{YX2}.X2 + \rho_{YX3}.X3 + e1$$

$$Y = \rho_{IX1}.X1 + \rho_{IX2}.X2 + \rho_{IX3}.X3 + \rho_{IY}.Y + e2$$

Information:

X1 = Work discipline

X2 = Competence

X3 = Leadership

I = work motivation

Y = Performance

rX1X2 = Correlation coefficient of work discipline and competence

rX1I = Correlation coefficient of work discipline and motivation

$\rho_{YX1}.X1$  = Path coefficient of competence on motivation

$\rho_{YX2}.X2$  = Path coefficient of work discipline on performance

$\rho_{YX3}.X3$  = Path coefficient of leadership on performance

$\rho_{YX1}.X1$  = Coefficient of competency path to performance

$\rho_{YX2}.X2$  = Path coefficient of work motivation on performance

$\rho_{YX3}.X3$  = Path coefficient of leadership on performance

$\rho_{YI}.Y$  = Correlation coefficient of work discipline on performance

rX2I = other factors that affect work motivation

e1 = Other factors that affect work motivation

e2 = Other factors that affect performance

**IV. RESULTS AND DISCUSSION**

**Description of Research Results**

The results of this study are generally based on the results of the questionnaire given to respondents, shown in the following table:

Table 1. Variable Descriptive Analysis Results

	N	Range	Min	Max	Median	Mean
	Stat	Stat	Stat	Stat	Stat	Stat
Performance	52	20	40	60	49,00	50,11
Discipline	52	20	40	60	47,00	48,38
Competence	52	17	41	58	50,00	50,50
Leadership	52	32	28	60	47,00	46,75
Motivation	52	19	41	60	50,00	50,59
<b>Valid N (listwise)</b>	52					
	Std. Dev	Variance	Item	TCR	Ket	
	Stat	Stat	Question	(%)		
Performance	5,139	26,418	12	83,53	Good	
Discipline	4,994	24,947	12	80,64	Good	
Competence	4,290	18,412	12	84,17	Good	
Leadership	6,087	37,054	12	77,92	Good	

Motivation	4,959	26,418	12	84,33	Good
<b>Valid N (listwise)</b>					

Source: Primary Data, Processed by IBM SPSS 21.0, 2020

From the table above it can be seen that each variable has an average between 46.75% - 50.59% and the Respondents' Achievement Level (TCR) between 77.92% - 84.33% with an average TCR of 82.12% . This means that each respondent variable has a good average response.

### Track Model I

#### A. Model Path Coefficient I

To analyze the influence of competence (X1) and workload (X2) on work motivation (Y) which is presented in the following table 4:12:

Table 2. Effect of X1, X2 and X3 on Y

S o u r c e :	No.	Variabel yang berpengaruh	Standardized coefficients	Sig
	1	Discipline(X <sub>1</sub> )	0,237	0,036
	2	Competence(X <sub>2</sub> )	0,619	0,000
	3	Leadership (X <sub>3</sub> )	0,019	0,612

Primary Data, IBM SPSS Ver. 24.0, Year 2020

Based on table 2 above, it can be seen that the substructure equation 1 is:

$$I = 0.237X_1 + 0.619X_2 + 0.019X_3$$

From table 4:12 it can be done partially test each of the causal variables on the effect variables as follows:

#### Effect of Discipline (X1) on work motivation (I)

The results of the analysis of the influence of the discipline variable (X1) on the work motivation variable (Y) obtained the value of  $\beta_{yx1} = 0.237$  with a significant level of  $0.036 < 0.05$ . The results of the analysis show that there is a significant influence between the Discipline variable on the work motivation of the PMD Service Employees in Dharmasraya Regency.

#### The Effect of Competence (X2) on work motivation (I)

The results of the analysis of the influence of the competency variable (X2) on the work motivation variable (Y) obtained the value of  $\beta_{yx2} = 0.619$  with a significant level of  $0.000 < 0.05$ . The results of the analysis show that there is a significant influence between the competency variables on the work motivation of the PMD Office employees in Dharmasraya Regency.

#### The Effect of Leadership (X3) on work motivation (I)

The results of the analysis of the influence of the leadership variable (X3) on the work motivation variable (Y) obtained a value of  $\beta_{yx3} = 0.019$  with a significant level of  $0.612 > 0.05$ . The results of the analysis show that there is an insignificant influence between the leadership variable on the work motivation of the PMD Dinas employees in Dharmasraya Regency.

Tabel 3. Summary of Substructure Hypothesis Testing Results 1

Hipotesis	Statement	Result
H <sub>1</sub>	Discipline has a significant effect on the work motivation of the PMD Dinas employees in Dharmasraya Regency.	Accepted
H <sub>2</sub>	Competence has a significant effect on the work motivation of PMD Service employees in Dharmasraya Regency.	Accepted
H <sub>3</sub>	Leadership has no significant effect on the work motivation of PMD Dinas employees in Dharmasraya Regency.	Accepted

Source: Primary Data, Processed by the Author, 2020.

#### B. Path Coefficient Model II

To analyze the influence of the variable Discipline (X1), Competence (X2), Leadership (X3) and work motivation (I) on performance (Y) which is presented in the following table 4:14:

Table 4. The Influence of Competence, Workload, Work Motivation on Performance

No.	Variabel	Standardized coefficients	Sig
1	Discipline(X <sub>1</sub> )	0,497	0,000
2	Competence(X <sub>2</sub> )	0,576	0,000
3	Leadership (X <sub>3</sub> )	0,034	0,810
4	Motivation (I)	0,668	0,000

Source: Primary Data, IBM SPSS Ver. 24.0, Year 2020.

Based on the table 4 above, it can be seen that the substructure equation 2 is:

$$Y = 0.497X_1 + 0.576X_2 + 0.034X_3 + 0.668I$$

1. The effect of work motivation (I) on performance (Y)

The analysis result shows that the level of Sig. 0.000 < 0.05. This means that there is a significant influence between work motivation on the performance of PMD Service Employees in Dharmasraya Regency.

2. Effect of discipline (X<sub>1</sub>) on performance (Y)

The analysis result shows that the level of Sig. 0.000 < 0.05. This can be interpreted that there is a significant influence between discipline on the performance of PMD Service Employees in Dharmasraya Regency.

3. The influence of competence (X<sub>2</sub>) on performance (Y)

The analysis result shows that the level of Sig. 0.000 < 0.05. This can be interpreted that there is a significant influence between competence on the performance of PMD Service Employees in Dharmasraya Regency.

4. The influence of leadership (X<sub>3</sub>) on performance (Y)

The analysis result shows that the level of Sig. 0.810 > 0.05. This can be interpreted that there is an insignificant influence between leadership on the performance of PMD Service Employees in Dharmasraya Regency.

Table 5. Summary Table of Substructure Hypothesis Testing Results 2

Hipotesis	Statement	Result
H <sub>4</sub>	Work motivation has a significant effect on the Employee Performance of Dharmasraya Regency PMD Service.	Accepted
H <sub>5</sub>	Discipline has a significant effect on the Employee Performance of Dharmasraya Regency PMD Service.	Accepted
H <sub>6</sub>	Competence has a significant effect on the Employee Performance of Dharmasraya Regency PMD Service.	Accepted
H <sub>7</sub>	Leadership has no significant effect on the Employee Performance of Dharmasraya Regency PMD Service.	Accepted

Source: Primary Data, Processed by the Author, 2020.

### Coefficient of Determination (R<sup>2</sup>)

The results of the calculation of the coefficient of determination for substructure equations 1 and 2 can be shown in table 6 below:

Table 6. R Square - Substructure 1 and 2

Persamaan	Variabel Relationship	R Square
Substruktur 1	Discipline, Competence dan Leadership terhadap MotivationKerja	0,610
Substruktur 2	Discipline, Competence, Leadership dan Motivation Kerja terhadap MotivationPerformance	0,469

Source: Primary Data, IBM SPSS Ver. 24.0, Year 2020.

Based on table 6, the total R<sup>2</sup> value can be calculated as follows:

1. For substructure equation 1:

$$P_{\epsilon 1} = \sqrt{1 - R^2}$$

$$P_{\epsilon 1} = \sqrt{1 - 0.610}$$

$$P_{\epsilon 1} = \sqrt{0,390}$$

$$P_{\epsilon 1} = 0.624$$

2. For substructure equation 2:

$$P_{\epsilon 1} = \sqrt{1 - R^2}$$

$$P_{\epsilon 1} = \sqrt{1 - 0.685}$$

$$P_{\epsilon 1} = \sqrt{0.315}$$

$$P_{\epsilon 1} = 0.561$$

3. Total R<sup>2</sup>

$$= 1 - (0.610 \times 0.685) = 1 - 0.417 = 0.583$$

From the above results, the total coefficient of determination is 0.583. This means that 58.3% of the performance can be explained by the variables of competence, workload and work motivation. While the remaining 41.7% is explained by other variables not examined in this study.

### Path Analysis

Intervening is an intermediate variable that mediates the relationship between the independent variable (free) and the dependent variable (bound). The research model provides an indirect effect of Discipline (X1), Competence (X2) and Leadership (X3) on performance (Y) through work motivation (I). The intervening test is carried out using path analysis as follows:

1. Work motivation (I) acts as an intervening variable between Discipline (X1) and performance (Y) of PMD Service Employees in Dharmasraya Regency.

To determine the effect of an independent variable (free) on the dependent variable (dependent), either directly or indirectly, can be seen as follows:

a. The direct effect of variable X1 on Y:

$$Y_{X1} = (\rho_{YX1}) \times (\rho_{YX1})$$

$$= (0.497) \times (0.497) = 0.2470 = 24.70\%$$

b. Indirect effect from X1 to Y through I:

$$Y_{X1} \Omega I = (\rho_{YX1}) \times (\rho_{IX1}) \times (\rho_{YI})$$

$$= (0.497) \times (0.237) \times (0.668) = 0.0786 = 7.86\%$$

Based on the above calculations, it is found that the direct effect of competence on performance is 0.2470 (24.70%), while the indirect effect of competency variables on performance through work motivation is 0.0786 (7.86%). From these results it can be concluded that the work motivation variable cannot act as an intervening variable in the relationship between discipline and performance because the coefficient value is smaller than the direct effect (0.0786 < 0.2470).

2. Work motivation plays a role as an intervening variable between the competence and performance of the PMD Service Staff in Dharmasraya Regency.

To determine the effect of an exogenous variable on an endogenous variable, either directly or indirectly, can be seen as follows:

a. The direct effect of variable X2 on Y:

$$Y_{X2} = (\rho_{YX2}) \times (\rho_{YX2})$$

$$= (0.576) \times (0.576) = 0.3317 = 33.17\%$$

b. Indirect effects from X2 to Y through I:

$$Y_{X2} \Omega I = (\rho_{YX2}) \times (\rho_{IX2}) \times (\rho_{YI})$$

$$= (0.576) \times (0.619) \times (0.668) = 0.2381 = 23.81\%$$

Based on the above calculations, it was found that the direct effect of competence on performance was 0.3317 (33.17%), while the indirect effect of the competency variable on performance through work motivation was 0.2381 (23.81%). From these results it can be concluded that the work motivation variable cannot act as an intervening variable in the relationship between competence and performance because the coefficient value is smaller than the direct effect (0.2381 < 0.3317).

3. Work motivation plays a role as an intervening variable between the leadership and performance of PMD Office employees in Dharmasraya Regency.

To determine the effect of an exogenous variable on an endogenous variable, either directly or indirectly, can be seen as follows:

a. The direct effect of variable X3 on Y:

$$Y_{X3} = (\rho_{YX3}) \times (\rho_{YX3})$$

$$= (0.034) \times (0.034) = 0.0011 = 0.11\%$$

b. Indirect effect from X3 to Y through I:

$$Y_{X3} \Omega I = (\rho_{YX3}) \times (\rho_{IX3}) \times (\rho_{YI})$$

$$= (0.034) \times (0.019) \times (0.668) = 0.0004 = 0.04\%$$

Based on the above calculations, it is found that the direct effect of competence on performance is 0.0011 (0.11%), while the indirect effect of competency variables on performance through work motivation is 0.0004 (0.04%). From these results it can be concluded that the work motivation variable cannot act as an intervening variable in the relationship between competence and performance because the coefficient value is smaller than the direct effect ( $0.0004 < 0.0011$ ).

Based on the results of the path analysis, a summary of the results of the sixth and seventh hypothesis testing can be obtained as follows:

Table 7. Summary of Path Analysis Test Results

Hipotesis	Statement	Result
H <sub>8</sub>	Discipline has a significant effect on performance with work motivation as an intervening variable for the employees of the PMD Service in Dharmasraya Regency.	Rejected
H <sub>9</sub>	Competence has a significant effect on performance with work motivation as an intervening variable for the employees of the PMD Service in Dharmasraya Regency.	Rejected
H <sub>10</sub>	Competence has a significant effect on performance with work motivation as an intervening variable for the employees of the PMD Service in Dharmasraya Regency.	Rejected

Source: Primary Data, Processed by the Author, 2020.

Furthermore, the path structure of the results of this study can be redrawn as follows:

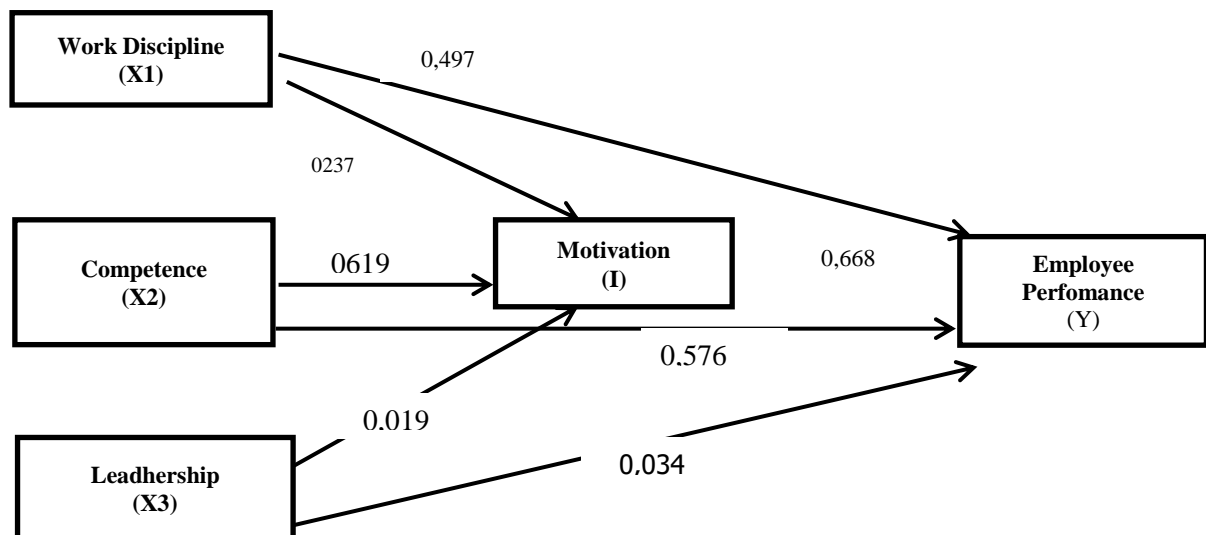


Figure 2. Result

## V. CONCLUSION

### Conclusion

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Discipline has a significant effect on the work motivation of the Dharmasraya Regency PMD Employees
2. Competence has a significant effect on the work motivation of the Dharmasraya District PMD Employees
3. Leadership does not have a significant effect on the work motivation of the Dharmasraya Regency PMD Employees
4. Work motivation has a significant effect on the performance of the employees of the Dharmasraya Regency PMD Service
5. Discipline has a significant effect on the performance of the employees of the Dharmasraya Regency PMD Service.
6. Competence has a significant effect on the performance of the staff of the Dharmasraya Regency PMD Service.
7. Leadership does not have a significant effect on the performance of the staff of the Dharmasraya Regency PMD Service.



8. Discipline has no significant effect on performance with work motivation as an intervening variable for the employees of the Dharmasraya Regency PMD Service.
9. Competence does not have a significant effect on performance with work motivation as an intervening variable for the employees of the Dharmasraya Regency PMD Service.
10. Co-leadership has no significant effect on performance with work motivation as an intervening variable for the employees of the Dharmasraya Regency PMD Service.

### Suggestion

Based on the findings and research conclusions. For this reason, the researchers put forward the following suggestions:

1. Leaders need to consider increasing the number of employees because the number of employees is less than the work to be completed.
2. In an effort to improve the performance of the Leadership employees, it is expected that they will further improve work discipline, competence and work motivation. This is because the three variables are proven to have a positive and significant effect on the performance of the employees of the Dharmasraya Regency PMD Service.
3. Researchers suggest replacing the leadership variable with other variables because it is proven to be unable to increase the significance of the motivation and performance of the Dharmasraya District PMD staff.
4. Researchers suggest finding a substitute for the Motivation variable as an intervening variable with other variables because it is proven unable to improve discipline, competence and leadership on the performance of the Dharmasraya District PMD Office employees.

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