

## THE INFLUENCE OF LEADERSHIP, DISCIPLINE AND MOTIVATION ON EMPLOYEE PERFORMANCE IN DINAS KETAHANAN PANGAN SUNGAI PENUH CITY

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**ABSTRACT:** The purpose of this study was to determine the influence of leadership, discipline and motivation on employee performance at the Dinas Ketahanan Pangan Sungai Penuh City. This research is motivated by a leadership that is still partial and does not care about the conditions of existing employees, fluctuating work discipline, low employee motivation and unstable performance achievement of employees at the Dinas Ketahanan Pangan Sungai Penuh City.

The research method uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study were 43 employees at the Dinas Ketahanan Pangan of Sungai Penuh City, Jambi Province. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 25.0.

The results of this study found that leadership partially has a significant effect on performance, discipline partially has no significant effect on performance, motivation partially has a significant effect on performance and from the ANOVA test, the value with significance =  $0.000 < 0.05$ , with  $F_{table} = 2.840$ ;  $F_{count} > F_{table}$  or  $14.553 > 2.840$ ; it can be concluded that leadership, discipline and motivation together (simultaneously) have a significant effect on employee performance at the Dinas Ketahanan Pangan Sungai Penuh City.

**Keywords:** Leadership, Discipline, Motivation, Employee Performance, Dinas Ketahanan Pangan, Sungai Penuh City

### I. PRELIMINARY

#### 1.1. Background

Agricultural development is expected to provide a greater contribution to the increase of national economic growth, job creation for rural residents, poverty reduction and environmental preservation (Rusmono, 2010). The success of agricultural development is determined by the participation of the main actors and business actors and their families in carrying out farming activities. The role of the main actors and business actors is enhanced through apparatus services so that business activities can be directed not only to increase production but also to increase income and welfare.

Sungai Penuh City is an area where most of the people are farming in agriculture, especially lowland rice. The relatively low number of paddy fields in Sungai Penuh City, which is 3,519 hectares, with the growth of the population continues to increase, it is demanded how paddy rice production can be increased and management of good apparatus performance so that services to rice entrepreneurs can run well so that farmers or rice entrepreneurs rice fields will feel helped by the ease the servants are given.

In order to achieve the above objectives and to fulfill the interests of the general public in the form of food consumption needs, especially rice, good service to farmer entrepreneurs is needed and the performance of officials who have good leadership, high work discipline and positive motivation is needed.

The State Civil Apparatus serves as an element of the state apparatus whose task is to provide services to the community in a professional, honest, fair and equitable manner in carrying out state, government and development tasks to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. well, it is necessary to develop employees directed at improving the quality of human resources so that they have attitudes and behaviors that are based on dedication, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development. Human Resources (HR)

has an important role for the organization because human resources are the manager of the system, so that this system can continue to run, of course in its management must pay attention to important aspects such as leadership, discipline, and motivation so that the employees concerned can be encouraged to give everything. capabilities according to what is required by the organization.

**Table 1.1**  
Employee Attendance List  
First Semester (January - June 2020)

Bulan	Jumlah Kasus (%)				
	Kehadiran	Absen	Cuti	Sakit	Izin
Januari	92,49	4,23	0	0,85	2,48
Februari	91,86	4,65	0	0,58	2,91
Maret	90,91	5,07	1,90	0	2,11
April	90,80	3,70	1,27	1,59	2,64
Mei	91,25	4,76	0	0,66	3,32
Juni	89,64	4,86	0	1,27	4,23
<i>Rata Rata</i>	91,16	4,55	0,53	0,82	2,94

Source: Dinas Ketahanan Pangan Sungai Penuh City, 2020

From Table 1.1 it can be seen that the average percentage of attendance is 91.16%, absence is 4.55%, leave is 0.53%, sick is 0.82% and permission is 2.94%. The movement of attendance per January where employee attendance was 92.49%, attendance rate in February was only 91.86%, March was 91.91%, decreased again in April by 90.80%, employee attendance in May became 91, 25% and in June the attendance rate decreased to 89.64%. From the data above, it is known the fluctuating presence of the Dinas Ketahanan Pangan Sungai Penuh City staff.

The performance achievements of the programs / activities carried out at the Dinas Ketahanan Pangan Sungai Penuh City for the period 2018 to October 2020, namely:

**Table 1.2**  
Target and Realization of Work Programs

No.	Program / Kegiatan	Target (%)	Realisasi (%)			Average
			2018	2019	2020	
1.	Office Administration Services Program.	100	71,8	95,4	71,8	79,7
2.	Apparatus Facilities and Infrastructure Improvement Program.	100	77,9	97,4	69,8	81,7
3.	Apparatus Discipline Improvement Program.	100	77,1	92,1	84	84,4
4.	Apparatus Capacity Building Program.	100	100	85	100	95
5.	Program for Improving the Performance Reporting and Financial System	100	86	98	95	93

Source: Dinas Ketahanan Pangan Secondary Data, compiled by the Author 2020.

If seen from the table above, the realization of the work program of the Dinas Ketahanan Pangan Sungai Penuh City for each work program for the last 3 (three) years is not stable. The Office Administration Service Program from the planned 100% target was only able to achieve an average of 79.7%, the Facility Improvement Program was realized an average of 81.7%, the Apparatus Discipline Improvement Program could only be realized by an average of 84.4% , 95% Apparatus Capacity Building Program and 93% Performance Reporting System Improvement Program.

From these results it can be seen that the achievements obtained by the Dinas Ketahanan Pangan Sungai Penuh City are still far from the target set, so it can be assumed that there are problems either from the system or its implementation.

## 1.2. Formulation of the problem

Based on the background of the problem and problem limitation as described, the researcher formulates the problem; 1) Does leadership affect the performance of employees at the Dinas Ketahanan Pangan Sungai Penuh City? 2) Does discipline affect the performance of employees at the Dinas Ketahanan Pangan Sungai Penuh City? 3) Does motivation affect the performance of the staff of the Dinas Ketahanan Pangan Sungai Penuh City? 4) Do leadership, discipline and motivation affect the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City?

### 1.3. Research purposes

The purpose of this study was to determine: 1) The influence of leadership on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City. 2) The effect of discipline on employee performance at the Dinas Ketahanan Pangan Sungai Penuh City? 3) The influence of motivation on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City. 4) The influence of leadership, discipline and motivation on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City?

### 1.4. Benefits of Research

1. For academics:

- a. As a means of understanding more deeply about the implementation of human resource variables, especially leadership, discipline and motivation, it is obtained by actual practice that occurs especially in human resource science.
- b. To fulfill some of the requirements in completing education and earning a Masters in Management at the STIE-KBP Postgraduate Program "Padang.

2. For related agencies

- a. As input for decision makers at the Sungai Penuh City Food Resilience Office regarding strategic steps to improve employee performance.
- b. As a consideration in the decision to allocate resources to increase the satisfaction of SKPD in the future.

### 1.5. Writing system

#### CHAPTER I INTRODUCTION.

Contains the background, problem boundaries, problem formulation, research objectives, research benefits and writing systematics.

#### CHAPTER II. THEORETICAL BASIS

Contains an explanation of the literature review that discusses general theories and concepts that will be used in research, as well as a review of relevant previous research as well as the conceptual framework of this research.

#### CHAPTER. III. RESEARCH METHODS.

Describe the type of research, the object of research, the types of data sources, the data collection techniques, and the data analysis techniques that will be used in this study, as well as the thesis preparation schedule.

#### CHAPTER. IV. ANALYSIS AND DISCUSSION.

Presents an overview of the research object, data related to the research variables, and a description of the research results.

#### CHAPTER V. CLOSING.

Contains an explanation of the conclusions and suggestions from the results of the research both for other researchers and related agencies and institutions, especially the leader where the author conducted the research

## II. BASIS OF THEORY AND HYPOTHESIS

### 2.1. Performance

Performance is the result of the overall quantity and quality of work that an employee has done in achieving the goals of an institution or agency. Performance variables are measured or assessed by indicators of quantity and quality of work results. Individual performance in an organization affects organizational performance. Without good performance at all levels of the organization, achieving goals and organizational success becomes something that is very difficult to achieve. So that the success of the organization is actually the achievement of the individuals together, for that in terms of achievement it is necessary to know how well the achievements they have achieved.

Performance evaluation is part of management activities. Assessment of employee performance is absolutely necessary to determine the achievements that each employee can achieve. Performance appraisal is important for every employee and is useful for the company to establish policy actions on staffing. The basis for this theory discusses the characteristics and dimensions of performance, motivation, incentives, work environment and job satisfaction as well as the results of previous studies in order to build research hypotheses.

There are six indicators to measure individual employee performance, namely (Robbins, 2008: 260):

1. Quality; Work quality is measured by employees' perceptions of the quality of work produced as well as the perfection of tasks on the skills and abilities of employees.
2. Quantity; Represents the amount produced expressed in terms such as number of units, number of activity cycles completed.
3. Punctuality of time; It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.

4. Effectiveness; Is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources.
5. Independence; It is the level of an employee who will be able to carry out their work function. Work commitment. It is a level where employees have a work commitment to the agency and employee responsibilities to the office.

## 2.2. Leadership

Leadership is an effort to influence many people through communication to achieve goals, how to influence people with directions or orders, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create a sense of self-confidence and support among subordinates so that organizational goals can be achieved.

There are 5 (five) types of leadership according to Siagian (2006), namely:

1. Autocratic leader type. An autocratic leader is a leader who: (a) Consider the organization as private property; (b) Identifying personal goals with organizational goals; (c) Regarding that as a mere tool; (d) Refusing to accept criticism, suggestions and opinions; (e) Overly dependent on formal power; (f) In action, the activator often uses an approach that contains elements of coercion and punitive (punitive).
2. A militaristic type of leader, it should be noted beforehand that what is meant by a militaristic type leader is different from a modern leader. A leader who is a militaristic type is a leader who has the following characteristics: (a) In moving his subordinates, the command system is often used; (b) In moving subordinates like to depend on rank and position; (c) Delight in extravagant formality; (d) Demanding high and rigid discipline from his subordinates;
3. The type of leader who is paternalistic, has the following characteristics: (a) Considering that a person is not an adult; (b) Being overprotective; (c) Rarely provide opportunities for subordinates to make decisions; (d) Rarely give subordinates the opportunity to take the initiative; (e) Rarely provide opportunities for subordinates to develop creativity and fantasy; (f) Often curious
4. Charismatic type of leader, it must be admitted that for the situation of such a leader is very necessary, but its negative character overcomes its positive nature.
5. The type of democratic leader, knowledge of leadership has proven that a democratic type of leader is the most appropriate for modern organizations because: (a) He likes to receive suggestions, opinions and even criticism from subordinates; (b) Always try to prioritize teamwork in achieving goals; (c) Always trying to be more successful than him; (d) Always try to develop his personal capacity as a leader.

## 2.3. Discipline

Simamora (2012: 610) states that work discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. Meanwhile, according to Siswanto (2013: 291) states that work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry it out and not evade receiving sanctions if he violates his duties and authority given to him. Meanwhile, according to Siagian (2014: 305) states that work discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees.

The objectives of implementing work discipline are as follows:

- a. Establishing a positive self-control attitude; Agencies really expect their employees to have a positive self-control attitude, so they try to discipline themselves without having to have rules that will force them and will have the awareness to produce quality products without the need for much control by their superiors.
- b. Work control; The work carried out by employees runs effectively and in accordance with the objectives of the organization, so work control is carried out in the form of standards and rules imposed by the organization.
- c. Attitude improvement; Attitude changes can be made by providing orientation, training, imposing sanctions and other actions required by employees.

Work discipline can be seen if employees come regularly and on time, if employees are neatly dressed in the workplace and employees produce a satisfactory number and quality of work by following the work methods determined by the agency. Siswanto (2013: 291) argues that there are 5 (five) dimensions of work discipline, namely:

1. Frequency of Attendance; The higher the frequency of attendance or the lower the level of absenteeism, the employee has high work discipline. The indicators are attendance and on time.
2. Level of Alertness; Employees who are always full of calculation and thoroughness in carrying out their jobs have a high level of awareness of themselves and their jobs. The indicators are accuracy and calculation.

3. Adherence to Work Standards; Employees in carrying out their work are required to comply with all established work standards in accordance with work rules and guidelines so that work accidents do not occur or can be avoided. The indicators are obeying rules and responsibilities.
4. Compliance with Work Regulations; Adherence to these work regulations is intended for comfort and smoothness of work. The indicators are compliance and smoothness
5. Work Ethics; Work ethics are needed by every employee in carrying out their work in order to create a harmonious atmosphere, mutual respect among fellow employees. The indicator is an atmosphere of harmony and mutual respect.

#### 2.4. Motivation

Motivation is a driving force or driving a person to behave in certain ways that can arise from within or outside the individual. Motivation from the Latin word *movere* means the urge, desire, cause, or reason for someone doing something. Robbins and Judge (2012: 222) argue that motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. Meanwhile, according to Mitchell and Dwita Hadi Rahmi (2006: 15), motivation represents psychological processes, which lead to the emergence, direction, and persistence of voluntary activities directed at certain goals. Motivation is important because motivation is what causes, channels, and supports human behavior so that they are willing to work hard and enthusiastically in achieving optimal results. And according to Hasibuan (2013: 141), motivation is increasingly important because superiors distribute work to their subordinates to do it well towards the desired goal. So motivation is the spirit of desire and encouragement in working to achieve a certain goal by providing positive energy and making humans or their workers willing to work together to achieve optimal results.

Ambrose and Kulik (2006: 231-292) argue that there are other factors that affect motivation, namely:

1. Creativity (Creativity); Organizations in the work environment can measure and influence creativity related to motivation which is a combination of motivation and creativity. Organizations can measure and influence creativity and motivation simultaneously, for example allowing employees to be creative with challenging tasks (Jobs / Tasks) that will foster creativity.
2. Groups and Teams; When the workplace changes towards a group-based system, several studies report that: (a) semi-autonomous groups increase job satisfaction, extrinsic satisfaction, and organizational commitment, and (b) established teams will be motivated. and higher innovation.
3. Culture (Culture); Organizational culture can be divided into 3 groups: Strong, Strategically appropriate, and Adaptive. All three are characteristics of high-performance organizations and have an influence on increasing motivation in the work environment. This culture includes several things, namely: (a) Strengths, (b) Strategic Appropriateness, (c) Adaptability, (d) Competing Value Framework which has 4 quadrants namely: Clan, Adhocracy, Market, and Hierarchy.

#### 2.5. Previous Research

1. Ida Ayu Brahmasari and Suprayetno. The Influence of Work Motivation, Leadership, and Organizational Culture on Employee Job Satisfaction and its Impact on Company Performance. The population of this study were employees at PT. Pei Hai International Wiratama Indonesia.
2. Anwar Prabu. The Influence of Motivation on Employee Satisfaction of the National Family Planning Coordinating Board in Muara Enim Regency
3. Parwanto and Wahyudin. The Influence of Job Satisfaction Factors on Employee Performance of IMKA Accounting Computer Education Center in Surakarta.
4. Eka Idham Iip K. Lewa and Subowo. The Influence of Leadership, Physical Work Environment and Compensation on Employee Performance at PT. PERTAMINA (PERSERO) West Java Upstream Operations Area, Cirebon
5. Ramlan Ruvendi. Rewards and Leadership Style Effect on Job Satisfaction of Employees at the Bogor Agricultural Products Industry Center.
6. Biatna Dulbert Tampubolon. Analysis of Leadership Style Factors and Work Ethic Factors on Employee Performance in Organizations That Have Implemented SNI 19-9001-2001.
7. Isnain Masyjui. The Influence of Work Motivation and Discipline on Job Satisfaction of Employees of the Grobogan Regency National Education Office.

#### 2.6. Research Framework

##### 1. Leadership and performance

The leader's ability to influence subordinates through communication to achieve goals, the way the leader influences people with instructions or orders, actions from leaders that cause subordinates to act or respond and cause positive change.

##### 2. Discipline and Performance

High discipline in an organization can improve the performance and achievement of organizational goals more effectively and efficiently

##### 3. Motivation and performance

Providing motivation (activator) to work for subordinates in such a way that they are willing to work sincerely for the achievement of organizational goals efficiently so that employee performance can be achieved.

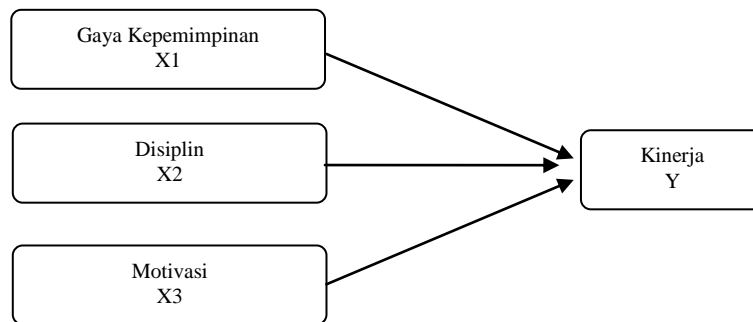


Figure 2.1 Framework

Information: (X.i) = Independent Variable: x1 = Leadership, X2 Discipline and X3 = Motivation, (Y) = Dependent Variable: Employee Performance

### 2.7. Hypothesis

Based on the research framework, theory and previous research studies, the following hypothesis can be formulated:

1. Leadership has a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City
2. Discipline has a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City
3. Motivation has a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City
4. Leadership, Discipline and Motivation have a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City

## III. RESEARCH METHODS

### 3.1. Types of research

The method used in this research is quantitative research with this type of research, namely causality research. With the aim to determine the effect of leadership (X1), work discipline (X2) and motivation (X3) on performance (Y). The research object in this research is leadership, discipline and motivation. The subject of this research is the Food Crops Service Officer of Sungai Penuh City

### 3.2. Object of research

The research object is the employees of the Dinas Ketahanan Pangan Sungai Penuh City.

### 3.3. Population and sample

The population and sample in this study were all employees at the Dinas Ketahanan Pangan Sungai Penuh City, totaling 43 people.

### 3.4. Types and Sources of Data

The type of data in this research is quantitative and qualitative data. Qualitative data is in the form of interviews with employees and superiors. While quantitative data is data from the results of a questionnaire given to the research sample. Sources of data in this study are primary and secondary data sources. Primary data is data that is directly obtained from the research sample. The data from the research sample are data on leadership, discipline, motivation, and employee performance. Meanwhile, secondary data is data obtained from other parties such as literature and previous research.

### 3.5. Data collection technique

The data collection technique used by researchers in this study was a closed direct questionnaire. The closed direct questionnaire method is a questionnaire designed in such a way as to record data about the situation experienced by the respondent himself, then all alternative answers that must be answered by the respondent are listed in the questionnaire (Bungin, 2010). Each respondent was asked to choose one alternative answer that had been determined, then asked to read and understand and fill out the questionnaire according to their perception. After the respondents filled out the research questionnaire completely, the researcher collected the questionnaire again and then entered it into the data tabulation.

In an effort to collect primary data, a questionnaire was used containing statements related to the respondent's data such as gender, age, years of service and last education. In addition, the questionnaire also contains statement items regarding leadership, discipline and motivation variables. In distributing questionnaires

carried out by researchers, namely by visiting respondents directly and explaining the purpose of distributing questionnaires, in this case it is solely for research purposes.

Alternative answers and score scores for each question for this variable are as follows:

**Table 3.2**  
**Skala Likert**

Alternative Statement	Answers	
	Positif (skor)	Negatif (skor)
Strongly Agree / Very Satisfied	5	1
Agree / Satisfied	4	2
Disagree / Less Satisfied	3	3
Disagree / Not Satisfied	2	4
Strongly Disagree / Strongly Dissatisfied	1	5

### 3.6. Operational Definition of Variables

#### 3.6.1 Performance

Performance is the result of the overall quantity and quality of work that an employee has done in achieving the goals of an institution or agency. Performance is something that is done or a product / service that is produced or given by a person or group of people.

Indicators of performance according to Mangkunegara (2012: 67) are: neatness, speed, cooperation ability, responsibility, discipline, leadership, work quality, satisfaction, success, good relations with colleagues and superiors and solitude.

#### 3.6.2 Leadership

Leadership is an effort to influence many people through communication to achieve goals, how to influence people with directions or orders, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create a sense of self-confidence and support among subordinates so that organizational goals can be achieved.

#### 3.6.3 Discipline

It is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authorities given to him

Discipline indicators according to Siswanto (2013: 291) are attendance, punctuality, accuracy, calculation, obeying regulations, responsibility, obedience, fluency, a harmonious atmosphere and mutual respect.

#### 3.6.4 Motivation

Work motivation is a condition that influences to generate, direct and maintain behavior related to the work environment. The importance of motivation because motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results.

### 3.7 Data Analysis Techniques

The analysis carried out is the analysis of the validity, reliability of the instrument, descriptive analysis, the analysis of the Respondent's Achievement Level, multiple linear regression analysis, F and T test and the coefficient of determination test

## IV. RESULTS AND DISCUSSION

### 4.1. Overview of Research Objects

The research with the title Influence of Leadership, Discipline and Motivation on Employee Performance at the Food Security Service of Sungai Penuh City was carried out within the River City Government of Jambi Province, especially in the River City Food Security Service with 43 respondents. This research was conducted in November 2020. The sample population table can be seen as follows:

**Table 4.1**  
**Sample Population**

No	Demographics	Category	Amount (people)	Persentase
1	Gender	Male	16	37,2
		Women	27	62,7
2	Age	under 30 years	9	20,9
		30 s/d 40 years	14	37,5
		diatas 40 years	20	32,6

3	Group	Group II	14	32,6
		Group III	20	46,5
		Group IV	6	13,9
		Honorary	3	6,9
4	Last Education	Diploma	10	23,3
		Bachelor degree (S1)	26	60,5
		Postgraduate (S2 dan S3)	7	16,3
5	Working period	1 to 10 years	15	38,9
		11 to 20 years	24	55,8
		over 20 years	4	9,3

Source: DUK DKP 2019

From the table above, it can be seen that the sample population based on male gender is 16 people or 37.2% less than the female sample of 27 people or 62.7%. As mentioned in the results of the Mayling Oey-gardiner study, it shows that there is a higher consistency between the age and educational level of women compared to men which implicitly means that women are more successful in school than boys. The success of women in school can mean opening up wider opportunities for women to choose the type of work according to their skills (Widiyastuti, 2000).

Respondents under 30 years of age 20.9%, 30 to 40 years 37.5% and over 45 years as much as 32.6%. Description of age can be interpreted that the Food Security Office of Sungai Penuh City employs employees classified into productive age. Productive employees usually have a high level of productivity so that work can be done well and have a positive impact in improving the performance of the Dinas Ketahanan Pangan Sungai Penuh City.

Data for the most group respondents are group III as much as 46.5%, group II as much as 32.6% and group IV 13.9% and honorary 6.9%. This shows that the respondent has a good performance.

The most recent education of respondents was undergraduate degree with 60.5% followed by Diploma 23.3% and Postgraduate 16.3%. This shows that the majority of employees have a bachelor's degree. The higher a person's education level, the more advanced the mindset will be compared to people with lower educational levels.

According to Simanjuntak (2005) which states that one of the factors that determine a person's work productivity at work is education. In general, people who have higher education have broader insights, especially appreciating the importance of productivity. The high awareness of the importance of productivity can encourage the employees concerned to take productive actions.

While the most working tenure is working period between 11 to 20 years as much as 55.8%, followed by a work period of 1 to 10 years 38.9% and over 20 years 9.3%. This shows that employees at the Dinas Ketahanan Pangan Sungai Penuh City already have good work experience.

According to Kreitner and Kinicki (2004), a long working period will tend to make an employee feel more at home in an organization, this is due to the fact that they have adapted to their environment for a long time so that an employee will feel comfortable with his job.

#### 4.2. Description of Research Results

In general, the results of the research on the Effect of Leadership, Discipline and Motivation on Employee Performance at the Dinas Ketahanan Pangan Sungai Penuh City can be seen in the following table.

**Table 4.2**  
**Descriptive Statistics Variabel**

Indevenden Variabel	N	Range	Minimum	Maximum	Mean	Sum	TCR	Kategori
Leaderrship	43	15	32	47	3,83	164,90	76,698	Pretty good
Decipline	43	13	37	50	4,44	191,10	88,884	good
Motivation	43	17	33	50	4,11	176,90	82,279	good
Performance	43	16	34	50	4,20	180,60	84,000	good
<i>Mean</i>	43	15	34	49	4,15	178,38	82,965	Good

From table 4.2 above, it is known that the total sample size of 43 respondents got the results of the variable having an average of 38.45 - 44.44, the number of values between 164.90 - 191.10 and the Respondents 'Achievement Levels between 76.698 - 88.884 with an average value of Respondents' Achievement Level 82,965%. This means that each respondent variable has a good response.



### 4.3. Data analysis

#### 4.3.1. Validity Analysis

The r table value can be seen in the table r with  $df = n-2$  ( $n$  = number of respondents / sample) with a significance level of 5% (0.05). In this research, the r table value with a sample of 43 is as follows: (1)  $df = 43-2 = 41$ ; where the rtable value at 5% significance = 0.308; (2) If the result of  $r_{count} > 0.308$ , then the statement is valid, on the other hand, if  $r_{count} < 0.308$ , then the statement is invalid.

The results of the validity test using the program from IBM SPSS for Windows Version 25.0 of all statement items for each variable can be seen in the tables below:

**Table 4.3**  
Leadership Variable Validity Test Results

Item	R <sub>hitung</sub>	R <sub>tabel</sub>	Hasil
X1.1	.547	0,308	Valid
X1.2	.500	0,308	Valid
X1.3	.751	0,308	Valid
X1.4	.817	0,308	Valid
X1.5	.822	0,308	Valid
X1.6	.819	0,308	Valid
X1.7	.780	0,308	Valid
X1.8	.049	0,308	Tidak Valid
X1.9	.660	0,308	Valid
X1.10	.587	0,308	Valid
Leadership	1	0,308	Valid

**Tabel 4.4**  
Leadership Variable Validity Test Results

Item	R <sub>hitung</sub>	R <sub>tabel</sub>	Hasil
X1.1	.547	0,308	Valid
X1.2	.500	0,308	Valid
X1.3	.751	0,308	Valid
X1.4	.817	0,308	Valid
X1.5	.822	0,308	Valid
X1.6	.819	0,308	Valid
X1.7	.780	0,308	Valid
X1.9	.660	0,308	Valid
X1.10	.587	0,308	Valid
Leadership	1	0,308	Valid

**Tabel 4.5**  
Discipline Variable Validity Test Results

Item	R <sub>hitung</sub>	R <sub>tabel</sub>	Hasil
X2.1	.663	0,308	Valid
X2.2	.661	0,308	Valid
X2.3	.666	0,308	Valid
X2.4	.484	0,308	Valid
X2.5	.719	0,308	Valid
X2.6	.830	0,308	Valid
X2.7	.553	0,308	Valid
X2.8	.755	0,308	Valid
X2.9	.477	0,308	Valid
X2.10	.719	0,308	Valid
Discipline	1	0,308	Valid

**Tabel 4.6**  
Motivation Variable Validity Test Results

Item	R <sub>hitung</sub>	R <sub>tabel</sub>	Hasil
X3.1	.791	0,308	Valid

X3.2	.666	0,308	Valid
X3.3	.794	0,308	Valid
X3.4	.503	0,308	Valid
X3.5	.677	0,308	Valid
X3.6	.788	0,308	Valid
X3.7	.591	0,308	Valid
X3.8	.818	0,308	Valid
X3.9	.601	0,308	Valid
X3.10	.790	0,308	Valid
Motivation	1	0,308	Valid

**Tabel 4.7**  
**Performance Variable Validity Test Results**

Item	R <sub>hitung</sub>	R <sub>tabel</sub>	Hasil
Y1	.693	0,308	Valid
Y2	.753	0,308	Valid
Y3	.807	0,308	Valid
Y4	.606	0,308	Valid
Y5	.397	0,308	Valid
Y6	.677	0,308	Valid
Y7	.715	0,308	Valid
Y8	.666	0,308	Valid
Y9	.608	0,308	Valid
Y10	.625	0,308	Valid
<b>Performance</b>	1	0,308	Valid

From the validity test table for all the variables above, it can be seen from all the respondents' statements for the variables of leadership, discipline, motivation and performance, all statements are valid. This can be proved, by r count greater than r table.

#### 4.3.2. Reliability Analysis

The level of reliability is indicated by a number of Cronbach Alpha coefficients ( $\alpha \geq 0.6$ ). If the Cronbach Alpha ( $\alpha$ ) is greater than or equal to 0.6, the research variable is declared reliable and vice versa if the Cronbach Alpha is less than 0.6 then the research variable is declared unreliable (Sekaran and Bougie, 2010).

**Table 4.8**  
**Reliability Statistics**

Number	Variabel	Cronbach Alpha ( $\alpha$ )	Information
1.	Leadership ( X1 )	0,882	Reliabel
2.	Discipline ( X2 )	0,851	Reliabel
3.	Motivation ( X3 )	0,875	Reliabel
4.	Performance( Y )	0,824	Reliabel

From table 4.8 above, it can be seen that all statements from the variables of performance, leadership, discipline and motivation have variable reliability. The value of Cronbach's Alpha ( $\alpha$ ) or the highest statement reliability is in the leadership variable, namely with a value of 0.882 and the lowest is the Performance variable, which is 0.824. All values of Cronbach's Alpha ( $\alpha \geq 0.6$ ), so it can be concluded that all variable statements are reliable.

#### 4.3.3. Descriptive Analysis and Respondents' Achievement Levels

Respondents' responses to the statements in the questionnaire can be done by looking for the Respondents' Achievement Level (TCR). Descriptive responses of respondents in general can be seen in the following table:

**Table 4.9**  
**Descriptive Statistics Variables**

Indevenen Variabel	N	Range	Minimum	Maximum	Mean	Sum	TCR	Kategori
Leadership	43	15	32	47	3,83	164,90	76,698	Pretty Good
Discipline	43	13	37	50	4,44	191,10	88,884	Good
Motivation	43	17	33	50	4,11	176,90	82,279	Good
Performance	43	16	34	50	4,20	180,60	84,000	Good
<b>Rata Rata</b>	<b>43</b>	<b>15</b>	<b>34</b>	<b>49</b>	<b>4,15</b>	<b>178,38</b>	<b>82,965</b>	Good

From the table above, it can be seen that the average value for all variables is 4.15 with the average number of variables is 178.38. The largest respondent's level of achievement was the discipline variable of 88.884 and the smallest was the leadership variable of 76.698. Average Respondents' achievement level is 82.965, which means that the respondent's response to the questionnaire statement is good.

#### 4.3.4. Multiple Linear Regression Analysis

Based on calculations via computer using the SPSS for windows ver 25.0 program, the following results were obtained:

Table 4.14 Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.520	6.707		2.165	.037
	Leadership	.579	.201	.475	2.887	.006
	Discipline	-.263	.191	-.212	-1.373	.177
	Motivation	.412	.185	.434	2.225	.032

a. Dependent Variable: Performance

Based on the table 4.14 above, the form of regression equation is obtained for the influence of the independent variables of leadership (X1), discipline (X2) and motivation (X3) on the dependent variable Performance (Y) as follows:

$$Y = 14,520 + 0,579 X1 - 0,263 X2 + 0,412 X3 + e$$

The regression equation above shows the relationship between the independent variables (X1, X2 and X3) and the dependent variable (Y) partially. From this equation it can be concluded as follows:

1. The constant value is 14,520, meaning that if there is no change in the leadership variable (X1), discipline (X2) and motivation (X3) or 0 (zero), the employee performance at the Dinas Ketahanan Pangan Sungai Penuh City is 14,520 units.
2. The leadership regression coefficient value (X1) is 0.579, meaning that if the leadership variable (X1) increases by 1% assuming that the Discipline (X2), Motivation (X3) and constant variables are zero, the employee performance at the Food Security Service is 0.579 units. . This shows that the leadership variable contributes positively to the performance of employees at the Dinas Ketahanan Pangan Sungai Penuh City. So that it can be interpreted that the greater the value of leadership, the greater contribution to employee performance.
3. Disciplinary regression coefficient value (X2) is -0.263, which means that discipline has a negative contribution to the performance of the Food Security Service for Sungai Penuh City. Or every addition to the value of X2 will reduce employee performance by -0.263 units.
4. The coefficient value of motivation regression (X3) is 0.412, meaning that if the motivation variable (X3) increases by 1% with the assumption that the leadership variable (X1), discipline (X2) and the constant are zero, the employee performance at the Food Security Service is 0.412 units . This shows that the motivation variable (X3) has a positive contribution to the performance of employees at the Dinas Ketahanan Pangan Sungai Penuh City. So it can be interpreted that the greater the value of motivation, the greater the contribution to employee performance

#### 4.3.5. Statistical test t and F

Based on the calculation, you can get T table = T (a / 2; n-k-1) = (0.05 / 2; 43-3-1) = 0.025; 39 = 2,023.

From the results of data analysis using IBM SPSS for Windows Version 25.0 in table 4.14 coefficients with a T table value of 2.023, the following results are obtained:

a. The influence of leadership variables on employee performance (H1)

It is known that the significance value for the influence of leadership (X1) on performance (Y) is  $0.006 < 0.05$  and the value of Tcount is  $2.887 > 2.023$  so that it can be concluded that H1 is accepted, which means there is an influence of leadership (X1) on performance (Y).

b. Effect of discipline on employee performance (H2)

Discipline variable (X2) with a significance probability value of  $0.177 > 0.05$  and tcount of  $-1.373 < t_{table} 2.023$  so that it can be concluded that the hypothesis H2 is rejected, meaning that there is no influence of discipline (X2) on employee performance (Y).

c. The influence of motivation on employee performance (H3)

Motivation variable with a significance probability value of  $0.032 < 0.05$  and a value of tcount  $2.225 > t_{table} 2.023$  so it can be concluded that the third hypothesis is accepted, which means that there is an effect of motivation (X3) on performance (Y)

d. Fourth Hypothesis Testing (H4)

Simultaneous testing to determine the effect of all variables on performance can be seen in the following table.

Tabel 4.15 ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.840	3	148.947	14.553	.000 <sup>b</sup>
	Residual	399.160	39	10.235		
	Total	846.000	42			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Motivasi, Disiplin, Kepemimpinan						

From the results of data processing using IBM SPSS for Windows Version 25.0 as in table 4.15 Anova above, it is known that the significance value for the influence of the variables of Leadership (X1), Discipline (X2) and Motivation (X3) simultaneously on performance (Y) is  $0.000 < 0,05$  and the value of Fcount  $14.553 > F_{table} 2.84$ . So it can be concluded that the fourth hypothesis is accepted which means that there is a simultaneous influence of the leadership (X1), Discipline (X2) and Motivation (X3) variables on performance (Y).

#### 4.3.6. Double Determination Coefficient R<sup>2</sup>

The coefficient of multiple determination R<sup>2</sup> is used to determine the size of the influence of the independent variable on the dependent variable. (M. Iqbal, 2012: 248)

Tabel 4.16 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 <sup>a</sup>	.528	.492	3.199
a. Predictors: (Constant), Motivasi, Disiplin, Kepemimpinan				

Based on the output above, it is known that the adjusted coefficient of determination or R Square of 0.528 means that the effect of the leadership (X1), Discipline (X2) and Motivation (X3) variables simultaneously on the Y variable is 52.80%.

## 4.4. Discussion

### 4.4.1. The influence of leadership on performance

Leadership has a significant effect on employee performance at the Dinas Ketahanan Pangan Sungai Penuh City or it can be said that the performance of the Dinas Ketahanan Pangan Sungai Penuh City staff is determined by the leadership.

George R. Terry in Miftah Thoha (2010: 5) defines that leadership is an activity to influence people so that they are directed to achieve organizational goals. Meanwhile, according to Wibowo (2013: 265), leadership is essentially an individual's ability to use his power to influence, motivate and support businesses that allow others to contribute to the achievement of organizational goals.

Leadership has a positive and significant effect on employee performance (Suryadharma., Et al., 2016). As research results Riyadi S., (2011) that leadership significantly affects employee performance in manufacturing companies in East Java. Good leadership will have an impact on high employee performance, according to the results of research conducted by Y. Salutondok and A. S. Soegoto (2015) showing that

leadership affects the performance of employees at the Sorong City DPRD Secretariat Office. The same thing was also conveyed by A. A. Anggi Nila Krisna, et al., (2015) that transformational leadership style partially has a positive and significant effect on the performance of Pramu Bakti employees.

The resulting conclusion is good leadership in an organization and managing its subordinates well, so that the performance of subordinates can be well controlled and can improve performance.

#### **4.4.2. Effect of discipline on performance**

Discipline partially has a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City is rejected, so the second hypothesis (H2) is rejected.

Work discipline according to Siswanto (2013: 291), is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if they violate the duties and authorities given. to him.

However, the results of this study do not prove that work discipline affects employee performance, by finding that work discipline variables do not have a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City. Or it does not require attention to work discipline due to the possible perception of the employees of the Dinas Ketahanan Pangan Sungai Penuh City that work discipline is merely related to something that is binding and restrictive and unable to improvise (restrain freedom). In other words, employees think that work does not require discipline, but is oriented towards achieving results without the need to pay attention to or be locked into a binding and rigid discipline. However, the results of this study are in accordance with the results of research conducted by Riyadi S., (2011) who found that discipline does not affect employee performance at manufacturing companies in East Java.

#### **4.4.3. Effect of Motivation on Performance**

Motivation partially has a significant effect on the performance of the employees of the Dinas Ketahanan Pangan Sungai Penuh City, so that the third hypothesis (H3) is accepted.

Motivation is a driving force or driving a person to behave in certain ways that can arise from within or outside the individual. Motivation from the Latin word movere means the urge, desire, cause, or reason for someone doing something. Robbins and Judge (2012: 222) argue that motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. And according to Hasibuan (2012: 141), motivation is increasingly important because superiors distribute work to their subordinates to do it well towards the desired goal. So motivation is the spirit of desire and encouragement in working to achieve a certain goal by providing a positive energy and making people or work want to work together to achieve optimal results. And according to Hasibuan (2012: 97), there are several goals of providing work motivation to employees, one of which is to encourage employee passion and morale, thus affecting employee performance.

As research results Riyadi S., (2011) that motivation significantly affects employee performance in manufacturing companies in East Java. From the research of Y. Salutondok and A. S. Soegoto., (2015) stated that motivation affects the performance of employees at the Sorong City DPRD Secretariat Office. Likewise, the results of research from Fachreza, et al., (2018) also found that there was a partially significant and positive influence on work motivation on the performance of Bank Aceh Syariah employees in Banda Aceh City.

The conclusion obtained by motivation is the desire in a person to be able to do something well and want to get the best results, this is due to other factors that come from outside both from the boss and there is a basis for fulfilling needs and satisfaction, and fulfilling responsibilities. Responsible for assigned tasks so that it will encourage employee passion and morale, which of course will affect employee performance.

#### **4.4.4. The Effect of Leadership, Discipline and Motivation on Performance**

Hypothesis testing, from the ANOVA test table 4.15, obtained the Fcount value of 14,553 with a significance probability of 0,000. The probability of significance is less than 0.05. With  $df = n - (k - 1) = 43 - (4 - 1) = 40$ , the Ftable is 2.840, then  $F_{count} > F_{table}$  or  $77.067 > 2.840$  with a significance level of 0.000 or  $\alpha$  0.05, as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of leadership, discipline and motivation together (simultaneously) have a significant effect on the performance of the Dinas Ketahanan Pangan Sungai Penuh City staff, so it can be concluded that the fourth hypothesis (H4) which reads leadership, discipline and motivation together (simultaneously) has a significant effect. the performance of the Dinas Ketahanan Pangan Sungai Penuh City staff is accepted, so the fourth hypothesis (H4) can be accepted.

The influence of leadership, discipline and motivation variables on performance variables is in accordance with the research stated by Zainul Hidayat, MM., And Muchamad Taufiq, MH., (2012) in their research entitled The Effect of Work Environment and Work Discipline and Work Motivation on The performance of the employees of the Regional Drinking Water Company (PDAM) of Lumajang Regency with the results of research that work discipline and work motivation have a positive and significant simultaneous influence on the performance of the employees of PDAM Lumajang Regency, and this study also supports Sugiyatmi, et al., (2016) in their research with title The Influence of Motivation, Leadership Style and Work Environment on Work Discipline and Its Impact on Employee Performance at PT. Bina San Prima, with the

results of research that motivation, leadership style, work environment and work discipline have a simultaneous and significant effect on employee performance at PT. Bina San Prima.

## V. CLOSING

### 5.1. Conclusion

Based on the results of testing and discussion of the above hypotheses, the following conclusions can be drawn:

1. Leadership variable has a significant effect on employee performance, it can be concluded that the hypothesis (H1) which says leadership partially has a significant effect on the performance of the Dinas Ketahanan Pangan Sungai Penuh City Employee is accepted, so the first hypothesis (H1) is accepted.
2. Discipline variable does not have a significant effect on employee performance, it can be concluded that the hypothesis (H2) which reads partially work discipline has a significant effect on the performance of the Dinas Ketahanan Pangan Sungai Penuh City staff is rejected, thus the second hypothesis (H2) is rejected.
3. Motivation variable has a significant effect on employee performance, it can be concluded that the hypothesis (H3) which states that motivation partially has a significant effect on the performance of the Dinas Ketahanan Pangan Sungai Penuh City Employee is accepted, thus the third hypothesis (H3) is accepted.
4. Leadership, discipline and motivation variables together have a significant effect on the performance of the Dinas Ketahanan Pangan Sungai Penuh City Employees, so it can be concluded that the fourth hypothesis (H4) which reads leadership, discipline and motivation together have a significant effect on the performance of the Dinas staff. Food Security for Sungai Penuh City is accepted, so the fourth hypothesis (H4) can be accepted.

### 5.2. Suggestion

Based on the results of the discussion and conclusions above, the authors suggest the following suggestions:

1. To improve employee performance it is necessary to pay attention to aspects of leadership, discipline and motivation continuously.
2. To improve employee performance from the aspect of leadership in influencing performance it is necessary to do the following:
  - Provide a good example of work to subordinates and encourage employees to work to achieve results at the highest level.
  - Provide guidance to subordinates about what to do and how to do it.
  - Shows concern for the welfare and needs of employees.
  - Good negotiation and communication skills with subordinates.
  - Able to receive information, analyze information and convey the information correctly to subordinates.
2. To improve employee performance from the aspect of motivation in influencing performance it is necessary to do the following:
  - Gives freedom to be creative in doing something so that goals are achieved.
  - Provide incentives in the form of additional income to employees if their performance increases

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