

Factors that Affect Employee Performance in Kerinci District Education Office

Yulina Eliza¹, Asprizal², Usmar Ali³, Joni Asrin⁴

^{1,2,3,4}*Sekolah Tinggi Ilmu Ekonomi "KBP" Padang, Sumatera Barat, Indonesia.*

ABSTRACT : The purpose of this study was to determine the effect of leadership, Work motivation and Work Discipline on Employee Performance in Kerinci District Education Office. This research is motivated by the leadership that is still partial and indecisive, low employee work discipline, low employee motivation, low and unstable performance achievements of agencies and employees. The research method with a quantitative approach with multiple linear regression methods. Data collection techniques with questionnaires, observation and interviews. The respondents of this study were 55 employees of the kerinci district education office . The sampling method Proportionate Random Sampling. Hypothesis testing is calculated with the IBM Statistical Package for Social Science (SPSS). The results of this study found that leadership style partially had a significant effect on performance, work motivation partially had a significant effect on performance, work discipline partially had no significant effect on performance, on performance and from the ANOVA test, the value of $F_{count} = 139,881$, with $sign = 0,000 < 0,05$, with $F_{table} = 3,17$; $F_{count} > F_{table}$ or $77.067 > 2.840$, $Sign = 0.000 < \alpha 0.05$; then the leadership style, work environment, work discipline and motivation together (simultan) significantly influence the performance of Pondok Tinggi District Office Staff.

Keywords: *leadership, work motivstion, work discipline, employee performance.*

1. INTRODUCTION

Every organization whether public or private strives to find a competitive advantage, competitive also does the same thing. This condition is a globalization crisis that is developing in world business which makes competition very fierce, unpredictable and uncertain. Changes are occurring all the time and the more rapidly these organizations are able to adapt quickly and agile, to achieve competitive advantage. Organizations need a new strategy that is more in line with the current internal and external conditions of the organization (Widyaningsih, 2003). Employee performance is a very important factor for a company. Performance as a manifestation of an employee's work behavior which is shown as work performance in accordance with its role in a company within a certain period of time. This is because employee performance determines the success and survival of the company. In every organization, humans are a very important component in bringing the organization to life. This must be supported by good performance because without good performance, the organization will not achieve its goals.

Nowadays human resources have an important position for an organization or company. Human resources, in this case high-performing employees, play a dominant role in running the company's operations and achieving the goals that have been set. Therefore, organizations need to respect all aspects of employees in order to create quality human resources and have superior performance (Bruce, 2003). Human resources play an

important role in an organization which is an integral part of it and who is the planner and active actor in every activity of the organization. because human resources have a different character from other resources. According to Nitisemito (1996) in Sukadi's research (2017: 4) such as having thoughts, feelings, desires, status and educational background, age, gender, hydrogen which is brought into an organization, so it is not like machines, money and materials. , which is passive and can be fully controlled and regulated in support of the achievement of organizational goals.

The achievement of organizational goals cannot be separated from an increase in employees in the organization. To improve the performance of an institution, it needs to be considered in terms of leadership and employee motivation as well as employee development in terms of expertise so that it can improve quality and can increase employee performance. With this, it is hoped that employees can work efficiently and be able to show performance that can contribute to employee performance.

Research Problem

Based on these problems then formulated a research question as follows: 1)Is there any partially significant influence of leadership, motivation and discipline on employee performance on employee at The District Education Office of Kerinci? 2)Is there any simultaneously significant influence of leadership, motivation and discipline on employee performance on employee at The District Education Office of Kerinci? 3) How much influence any significant influence of leadership, motivation and discipline on employee performance on employee at The District Education Office of Kerinci?

Research Objective

Based on research problems then formulated a research question as follows: To know Is there any partially significant influence of leadership, motivation and discipline on employee performance on employee at . To know Is there any simultaneously significant influence of leadership, motivation and discipline on employee performance on employee . To How much influence any significant influence of leadership, motivation and discipline on employee performance on employee at The District Education Office of Kerinci?

2. LITERATURE REVIEW

A. Performance

An organization or company is required to have qualified employees. A qualified employee is an employee whose performance can meet a predetermined target or goals. Mangkunegara (2005) stated that performance is the performance of work or work (output) both the quality and quantity of human resources achieved in carrying out the work duties in accordance with the responsibilities given to him. Mathis and Jackson (2006: 378) revealed that performance is basically what employees do or do not do. Rivai (2005: 15) stated that the performance is the willingness of a person or group of people to do something activity and perfect it in accordance with the responsibilities with the expected results.

Rivai also explained that the essence of performance is an achievement achieved by a person in performing their duties or work in accordance with the standards and criteria established for the job. Based on these performance definitions, it can be said that the performance of employees is very important for the company or organization. Mathis and Jackson (2006: 378) which stated that in general there are several elements of employee performance, among others:

- 1) Quantity of results, that is the number of activities assigned and the results.
- 2) The quality of the results, which is the quality of work produced and the perfection of tasks to the skills and abilities of employees.
- 3) Timeliness of results, ie activities completed from the beginning until the output and completion of the work at a predetermined time and maximize the time available.
- 4) Attendance, ie the attendance rate of employees within the company or organization.
- 5) Ability to work together, which is the ability of employees in cooperation with colleagues and the environment.

B. Leadership

Leadership is a very important factor in an organization because most of the success and failure of an organization is determined by leadership within the organization. According to Turney (in Yamin and Maisah, 2010) define leadership as a group of processes undertaken by a person in managing and inspiring a number of tasks to achieve organizational goals through the application of management techniques. According to Thoha (2010) leadership is an activity to influence the behavior of others, or art affect human behavior both individuals and groups. Leadership is one of the most important factors in an organization, leaders have the ability to influence others or subordinate individuals and groups to direct into positive activities that have to do with work in order to achieve organizational goals. As well relation to work discipline, good leadership will affect the work discipline of employees in the organization, with good leadership example then discipline subordinates will also follow good (Hasibuan, 2012). Rivai et al (2013:162) stated that leadership can be reflected from the leader's leadership ability:

- 1) Telling, which is the ability to tell members what to do.
- 2) Selling, is the ability to sell or give ideas to employees.
- 3) Participating, is the ability to participate with members.
- 4) Delegating, is the ability to delegate to members

C. Motivation

Motivation in work is very important for the high low productivity of an organization. Without the motivation of the employees to work, then the company goals that have been set will not be achieved. With a motivation or a drive, one is expected to be able to keep trying to improve the spirit of working in an organization. Sutrisno (2009:146) stated that motivation is a factor that encourages a person to perform a certain activity. According to Siagian (2003:102), motivation is the impetus for a person to contribute as much as possible to the success of the organization to achieve its goals. Sedarmayanti (2007:233) also revealed that motivation is a willingness to issue high levels of effort towards organizational goals conditioned by the ability of the effort to meet individual needs. McClelland stated that there are three needs that shape motivation (in Robbins and Timothy, 2015):

- 1) The need for attainment (nAch) is the drive for achievement, for achievement related to a set of standards.
- 2) The need for power (nPow) is the need to get others to behave in a way that will not be done without him.
- 3) The need for affiliation (nAff) is the desire for close relationship of friendship and interpersonal.

Motivation is a factor that encourages a person to perform a certain activity (Sutrisno,2009:146), the size of motivation can affect the establishment of discipline (Sutrisno,2014: 89). With the motivation or encouragement, one is expected to continue to strive to improve the spirit and discipline in work so that the goal can be achieved.

D. Work Discipline

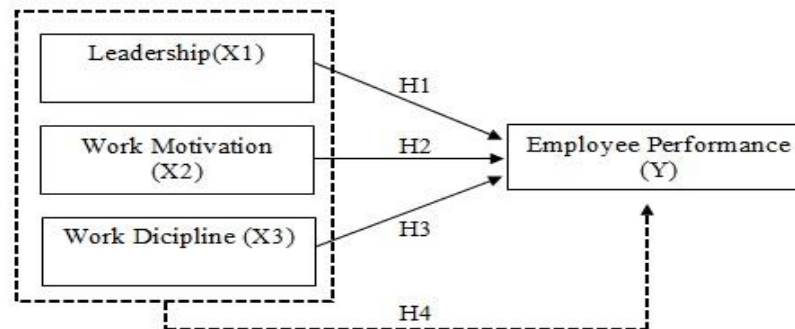
Discipline is the attitude, behavior and deeds in accordance with company regulations both written and unwritten. The rules include absenteeism, slow entry, and rapid employee turnover, so this is an employee disciplinary attitude that management needs to address, many of which define the discipline when employees always come and go home on time, that opinion is just wrong one that is demanded by the organization, therefore discipline can be interpreted as written and unwritten behavior (Hasibuan, 2009: 212). Employee discipline is the behavior of a person in accordance with the rules, work procedures that exist or discipline are attitudes, behaviors and deeds in accordance with the rules of both written and unwritten organizations (Sutrisno, 2009: 94). Discipline tries to overcome mistakes and negligence caused by lack of attention, inability and delay. Discipline tries a slow or early start to work ending due to delays or benefits. Discipline also seeks to overcome differences of opinion between employees and prevent disobedience caused by misunderstanding and misinterpretation. Discipline is needed for further organizational goals as well as to maintain efficiency by preventing and correcting individual actions in bad faith towards the group, discipline strives to protect good behavior by setting the desired response (Sutrisno,2009:92). According to Rivai et al (2013) then the discipline can be seen from:

- 1) Adherence to applicable rules and work procedures, is the compliance of employees or employees in working against the rules and procedures of the standards that have been set.
- 2) Frequency of work attendance, is the level of absenteeism in work attendance.

- 3) Accuracy of working time, is the obedience of employees in hours of work entry according to the rules of working hours.
- 4) Accuracy of return time, is the obedience of employees in the time to finish work according to the rules of working hours.
- 5) Adherence time in working hours, is the level of compliance employees in meeting the rules of office hours

E. Concept Research Framework

Based on the formulation of the problem and the frame of thinking, in this study which is independent variable is leadership (X_1), motivation (X_2) and work discipline (X_3) while the dependent variable is performance (Y). In accordance with the number of variables identified, based on the framework previously described, then compiled a concept that explains the relationship between variables in this study.



RESEARCH METHOD

Population in this research are the employees of District Education Office of Kerinci are 122 employees while sample in this research are 55 employees of District Education Office of Kerinci. In gaining the information and data related to this research, the writer used the method of data collecting by spreading the poll and questionnaire to 55 employees of District Education Office of Kerinci by using on-line internet with Likert Scale Technique.

Analysis Method

This research used a descriptive and statistical/verification analysis. Analysis in this research used an SPSS software 24 version and statistical technique used in this research is Double Linier Register. And the resemblance of regression used are as follow : Double Linier Register model are formulated as follow

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation :

Y = Performance a = Constancy b_1, b_2, b_3 = Variable of Coefficient X_1, X_2, X_3
 X_1 = Work Discipline X_2 = Work Motivation X_3 = work discipline , e = error

3. RESULTS AND REVIEWS

Operational variables in this research are divided into variable is leadership (X_1), motivation (X_2) and work discipline (X_3) while the dependent variable is performance (Y) as dependent variable. The research has been done in District Education Office of Kerinci involving 55 respondent . In this part the writer will explain about respondent's data based on age, sex, education background and length of work time of the respondents. Based on the age, could be explained that from researched on 55 respondents indicated that there are 12 respondents which aged 20-29 years old or 21,82%, followed by 13 respondents aged 30 –39 years old or 23,64% . Then 17 respondents aged 40-49 years old or 30,91%, followed by 13 respondents aged > 50 years old or 23,64%. Based on sex, could be explained that from researched on 55 respondents dominated by male with 25 respondents or 52,73%, while 26 others are female or 47,23%.

Based on education background, could be explained that from researched on 55 respondents dominated by S1 graduate with 27 respondents or 49,09%, while 5 others are High School (SLTA) or 9,09%. Followed by S2 post graduate with 9 respondents or 16,36 % and Diploma (D3) with 14 respondents or 25,45%.

Data Validity Test

Data validity test is used to examine whether or not the measurement used is valid related to what is meant. Due to the research done is a quantitative research, which used data collecting technique by only spreading the questionnaires, so that the approach to examine the validity of data instrument is by correlating the scores of each variable indicators with the scores of the total of that variable. Pearson correlation formula used to test data validity by software program SPSS. If value r count $>$ r table, so the question items or the questions in questionnaire is correlated significantly to the total scores (it means that the questionnaire item is stated valid). The table above indicates that the result of data validity test to the examined variable, leadership (X_1), Work Motivation (X_2) work and work discipline (X_3) and employee's performance (Y) each have coefficient correlation for each indicator is less than 0,05 ($\alpha = 5\%$)

Data Reliability Test

The measurement instrument or the method used in this research is *Cronbach's Alpha*. The instrument tested could be said reliable if the *Cronbach's Alpha* value is more than 0,60. The result of reliability test on each variables by using *Cronbach's Alpha* is indicated in the following table :

Hasil Uji Reliabilitas

No.	Variabel	Cronbach Alpha (α)	Keterangan
1.	Kinerja (Y)	0,860	Reliabel
2.	Kepemimpinan (X_1)	0,931	Reliabel
3.	Motivasi Kerja (X_2)	0,810	Reliabel
4.	Disiplin Kerja (X_3)	0,772	Reliabel

Sumber: Data Primer, Diolah dengan IBM SPSS 24, 2020.

From the above table, based on the reliability test we could the data find that leadership variable (X_1) is measured by 10 indicators. The *Cronbach's Alpha* value is 0,931 and it is more than 0,60. It means that the measurements for work discipline variables is reliable. In other words, there are internal consistency between the measurements or indicators used to represent the variable of work discipline. By that description, the 10 indicators of work discipline is reliable so that it could be analyzed further. Motivation (X_2) is measured by 10 indicators. The *Cronbach's Alpha* value is 0,810 and it is more than 0,60. It means that the measurements for work motivation variables is reliable. discipline (X_3) is measured by 10 indicators. The *Cronbach's Alpha* value is 0,810 and it is more than 0,60.

It means that the measurements for work motivation variables is reliable In other words, there are high enough internal consistency between the measurements or indicators used to represent the variable of work motivation. Employee's performance (Y) is measured by 10 indicators. The *Cronbach's Alpha* value is 0,772 and it is more than 0,60. It means that the measurements for Employee's performance variables is reliable. In other words, there are high enough internal consistency between the measurements or indicators used to represent the variable of Employee's performance. This results show us that the *Cronbach's Alpha* coefficient for all the variables tested is more than 0,60, so that the data used in this research

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.944 ^a	.892	.885	1.32230	.892	139.811	3	51	.000

a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja, Kepemimpinan

Table above shows that determination coefficient (Rsquare) gained 0,892 or 89,2%. variation variables of employees performance of District Education Office of Kerinci be described by the variables of leadership work motivation and work discipline while the rest of 10,8% can be described by other variables which not included in this research. So it could be said that the two free variables, leadership work motivation and work discipline, with attached variable, employee's performance, indicate that there is a strong influence between one to another (employee's high performance).

Test F (Simultaneously Testing)

From the result of statistical counting of test F in table on performance and from the Anova test, the value of $F_{count} = 139,881$, with $sign = 0,000 < 0,05$, with $F_{table} = 3,17$; $F_{count} > F_{table}$ or $77.067 > 2.840$, $Sign = 0.000 < \alpha 0.05$. Accepting hypothesis H_a means accepting requirements that there are influences in work discipline and work motivation against work performance of in District Education Office of Kerinci.

Test t (Partially Testing)

From table we got the result regression coefficient of leadership is 0,000, less than 0,05 From that result we could explain that work leadership partially influenced the performance of District Education Office of Kerinci employees positive and significantly, and so that the hypothesis is accepted, It also about work motivation partially influenced the performance of in District Education Office of Kerinci employees positive and significantly, where regression coefficient is 0,001 with test t value is 03,668 and significant is 0,001 means less than 0,05, so that the hypothesis is accepted and about work discipline partially influenced the performance of in District Education Office of Kerinci employees negative and un significantly, where regression coefficient is - 0,098 with test t value is - 1,549 and significant is 0,128 means less than 0,05, so that the hypothesis is not accepted.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.185	3.491		1.199	.236
	Kepemimpinan	.793	.041	.943	19.325	.000
	Motivasi Kerja	.188	.051	.170	3.668	.001
	Disiplin Kerja	-.098	.063	-.076	-1.549	.128

a. Dependent Variable: Kinerja Pegawai

Review

After statistically tested it could be clearly seen that all free variables (individual) have influence to attached variables. The influence given by the two free variables have positive impact, it means that the higher work leadership, motivation and discipline is, the better work performance produced These results match with the hypothesis proposed. The result of this research is also match with the previous research. The explanation of each variables influence can be described as follow :

1.) Work leadership partially influences the employee's performance

Hypothesis 1 which proposed in this research states that work discipline has positive influence to the employee's performance of District Education Office of Kerinci. The result of *unstandardized* statistictest with standard error is 0,05 and statistic t value is 19,325 with significant value of 0,000 less than 0,05 means that the hypothesis in this research accepts H_a . This test statisticallyproves that work discipline has significant influence to the performance of District Education Office of Kerinci employees.

2.) Work motivations partially influences the employee's performance

The result of hypothesis test proved that motivation has positive influence to employee's performance. From the calculation made, resulted t count value is 3,668 where significant is 0,001 less than 0,05 means that the hypothesis in this research accepts H_a and refuses H_o . This test statistically proves that work motivation has

positive influence to employee's performance. It means that there is influences from motivation variable to performance variable. These results support the previous research done by Reza (2010), which stated that between independent variables and dependent variables there are positive and significant influences to the work performance which means that the higher work discipline and motivation is, the better work performance is.

3.) Work dicipline partially influences the employee's performance

The result of hypothesis test proved that motivation has positive influence to employee's performance. From the calculation made, resulted t count value is - 1,549 where significant is 0,128 less than 0,05 means that the hypothesis in this research not accepts H_a and refuses H_o . This test statistically proves that work dicipline has positive influence to employee's performance. It means that there is influences from dicipline variable to performance variable. These results support the previous research done which stated that between independent variables and dependent variables there are positive and significant influences to the work performance which means that the higher work discipline and motivation is, the better work performance is.

4.) Work leadership, motivation and discipline and motivation have simultaneous influences to work performance

The result of hypothesis test proved that there is significant influence leadership, work motivation and work discipline variables simultaneously to employee's performance variable. It is proven by From the result of statistical counting of test F in table on performance and from the ANOVA test, the value of $F_{count} = 139,881$, with sign = $0,000 < 0,05$, with $F_{table} = 3,17$; $F_{count} > F_{table}$ or $77.067 > 2.840$, Sign= $0.000 < \alpha 0.05$. Accepting hypothesis H_a means accepting requirements that there are influences in work discipline and work motivation against work performance of District Education Office of Kerinci employees accepts H_a and refused H_o . The previous research done by Reza (2010) proved that there are positive and significant relation between all independent variables to dependent variables. Model ability in explaining the variation of dependent variables indicated by the value of determination coefficient (R^2) is 0,895 or 89,5% which means that there is 10,2% the rest of employee's performance influenced by other factors of other models.

4. CONCLUSION

According to the results of analysis and review from this research that has explained in the previous chapters,, we can conclude that : 1) Leadership has partially significant influence towards employee's performance. 2) Work motivation has partially significant influence towards employee's performance 3)Work discipline has partially not significant influence towards employee's performance 4)Leadership, work motivation and work discipline has simultan eously significant influence towards employee's performance 5) Leadership, work motivation and work discipline influence 89,2% variation variables of employees performance of District Education Office of Kerinci can be described by the variables of leadership work motivation and work discipline while the rest of 10,8% can be described by other variables which not included in this research

According to the conclusion above, the writer suggest that :

1. Kerinci District Education Office, especially
2. Kerinci District Education Office, should increase employee's work performance by stress sing leadership, work discipline and work motivation. This is related to answers from the questionnaire given wherethe responses Kerinci District Education Office employees who have high motivation in doing their jobs, indicated that most of employees chose to be agreed. Motivating the employees could bedone by giving awards to the successful employee or by promoting them in order to increase their performance and so that in the variables of discipline most of employees agree to begiven sanctions for their disobediencies as a logic consequence.
3. To whom who want to make a further research, it is suggested to add other variables that influence the employee's performance. Because the better employee's performance is, it would affect the institution or organisation.

5. REFERENCES

1. Robbins, Stephen P. (2008). *Essentials of Organizational Behavior*. Edisi kesepuluh. Jakarta: PT Indeks Kelompok Gramedia.
2. Spector, P.E., (1997). *Job Satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage Publications.
3. Spencer, L.M. dan Spencer S M. (1993). *Competence Of Work Models For Superior Performance*. John Wiley And Sons. Canada
4. Stone, Raymond J. (2011). *Human Resource Management*. Australia: Australian Human Resurse Institute
5. Armstrong, Michael. (2005). *Performance Management and Development*, The Edition, New York, McGraww Hill, Inc. Boulter.
6. N, Dalziel. M dan Hill. J (2007), *People and Competencies*, Bidlles, Ltd. London
7. Destari, Yuri (2018), The Influence of Work Satisfaction on Employees Performance with Organizational Commitment as Intervening Variable at the Mining and Energy Agency *i*Journals: International Journal of Social Relevance & Concern ISSN-2347-9698 Volume 8 Issue 7 July 2020
8. Greenberg, J & Baron, R.A (2003). *Behavior In Organization : Understanding And Managing The Human Side Of Work*, 8th ed. Upper Saddle River, New Jersey : Prentice Hall, Inc.
9. Hair, J.F, Black, W.C, Babin, B.J, Anderson, R.E, & Tatham, R.L. (2006). *Multivariate Data Analysis*, 6th Edition. New Jersey : Pearson Prentice Hall
10. Lee. Cheng-Wen, Kusumah, Alum, Variable (2020), *Influence of Supervision on Employee Performance with Work Motivation as an Intervening*, Review of Integrative Business and Economics Research, Vol. 9, Supplementary Issue 2
11. Mc Cormic, D.W, (2005), *Spirituality and Management*, Journal Of Managerial Psychology, Vol.9, pp.5-
12. Riyad, Indra (2018) *Factors affecting employee performance Improvement on finance companies*, Journal of Applied Management (JAM) Volume 16 Number 2, June 2018 Indexed in Google Spencer, 2007, Competene at work, Jhon wiley, New York
13. Thamrin, H.M. (2012). *The Influence Of Transformational Leadership And Organizational Commitment On Job Satisfaction And Employee Performance*. International Journal Of Innovation, Management And Technologi, Vol.3, pp.566-572

INFO:-

Corresponding Author: Yulina Eliza, Sekolah Tinggi Ilmu Ekonomi "KBP" Padang, Sumatera Barat, Indonesia

How to cite this article: Yulina Eliza, *Factors that Affect Employee Performance in Kerinci District Education Office*, *Asian. Jour. Social. Scie. Mgmt. Tech.* 2(5): 64-71, 2020.