The Influence of Leadership, Motivation, and Discipline on The Consistency of Employee Performance Levels (Case Study at The General Bureau of The Ministry of State Secretariat Republic of Indonesia)

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Article Info

Abstract

This research aims to determine the influence of leadership through consistency on performance, to determine the influence of motivation through consistency on performance, to determine the influence of discipline through consistency on performance. This research method uses questionnaires and observation methods, the type of data used is quantitative data, the data source used is primary data. The population in this study were employees at the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia. The number of samples was 119. Data collected from the questionnaire was processed using the SPSS version 30 application. The results of this research conclude that there is a significant influence on each independent variable (Leadership, Motivation, Discipline) through intervening (Consistency) on the dependent variable (Performance).

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan melalui konsistensi terhadap kinerja, untuk mengetahui pengaruh motivasi melalui konsistensi terhadap kinerja, untuk mengetahui pengaruh disiplin melalui konsistensi terhadap kinerja. Metode penelitian ini menggunakan metode kuesioner dan obeservasi , jenis data yang digunakan adalah data kuantitatif, sumber data yang digunakan adalah data primer. Populasi dalam penelitian ini adalah pegawai pada Biro Umum Kementerian Sekretariat Negara Republik Indonesia. Jumlah sampel adalah 119. Data yang terkumpul dari kuesioner diolah menggunakan aplikasi SPSS version 30. Hasil penelitian ini menyimpulkan terdapat pengaruh signifikan terhadap masing-masing variabel bebas (Kepemimpinan, Motivasi, Disiplin) melalui intervening (Konsistensi) ke variabel terikat (Kinerja).

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INTRODUCTION

The Ministry of State Secretariat has an assessment index for human resources which can be seen from the weight of the assessment of performance targets achieved by employees. The influence of leadership is important for performance in the General Bureau in improving service quality. Motivation has an important role in achieving quality performance. Motivation is a tool that supports and channels employee behavior at work, so that they can realize the goals that have been targeted as official services within the Ministry of State Secretariat.

Quality employees must also be disciplined in their work. Employee discipline to comply with obligations and avoid prohibitions specified in statutory regulations and/or official regulations which if not obeyed or violated will be subject to disciplinary law. Consistency in performance is very important for employees. Consistency for employees is the ability to maintain stable and quality performance over a long period of time. Consistency is the key to achieving the goals and targets that have been set.

Based on the description of the background of the problem above, the problem in this research can be formulated as follows :

1. Does leadership influence the consistency of performance levels in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia?
2. Does motivation influence the consistency of performance levels in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia?
3. Does discipline affect the consistency of performance in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia?

LITERATURE REVIEW

Leadership

According to Tamimi and Sopiah (2022) leadership in an organization needs to develop staff and build a moral climate that produces high levels of performance, so leaders need to think about the right leadership style..

Motivation

According to Faiqotul Himma (2022) work motivation is a psychological encouragement to a person that determines the direction of behavior in the organization and the level of effort and persistence in facing a problem.

Dicipline

According to Sumadhinata in Sudiman (2020) work discipline is a person's conscious nature to comply with existing regulations, both written regulations and verbal regulations.

Consistency

According to Prawiro (2020), the meaning of consistency is an attitude of focusing on one field and not moving to another field until the foundation of the first field is really strong.

Performance

According to Nurjaya (2021), performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals.

Relationship Between Research Variables

Leadership with Consistency in Performance Levels

Leadership has a very crucial role in influencing the consistency of performance levels. An effective leader can be a catalyst for the employees he leads to achieve optimal performance. Leadership and performance are two interrelated concepts. Effective leadership can influence individual performance improvement. Inspirational leaders are able to motivate employees to achieve maximum potential. Cares about employee development and provides opportunities to learn and grow.

Motivation with Consistency in Performance Levels

Motivation is an internal drive that moves a person to act and achieve certain goals. Performance is the result

achieved from a job. Motivated individuals tend to focus more on the task at hand and are less distracted by other things. Tend to be more creative in finding new solutions and ideas. Positive motivation will be directly proportional to the resulting performance. The higher a person's motivation, the greater the effort they will make to achieve performance.

### *Discipline with Consistency in Performance Levels*

The influence of discipline on performance is very important for achieving organizational goals. Disciplined employees will follow the procedures that have been implemented, thereby reducing the risk of achieving performance. Employees will work more efficiently, with consistency in carrying out their duties and responsibilities, focus on the task at hand and produce quality work. Pay more attention to details, strive to achieve perfection in the results of the work done. Employees who apply discipline at work will always gain the trust of their leaders for perfect work results.

Research Hypothesis Development

Based on the literature review as described above, the hypothesis that will be developed in this research is:
1. There is a dominant influence of the Leadership Variable on the consistency of employee performance levels in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia.
2. There is a dominant influence of the Motivation Variable on the consistency of employee performance levels in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia.
3. There is a dominant influence of the Discipline Variable on the consistency of employee performance levels in the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia.

Research Conceptual Framework
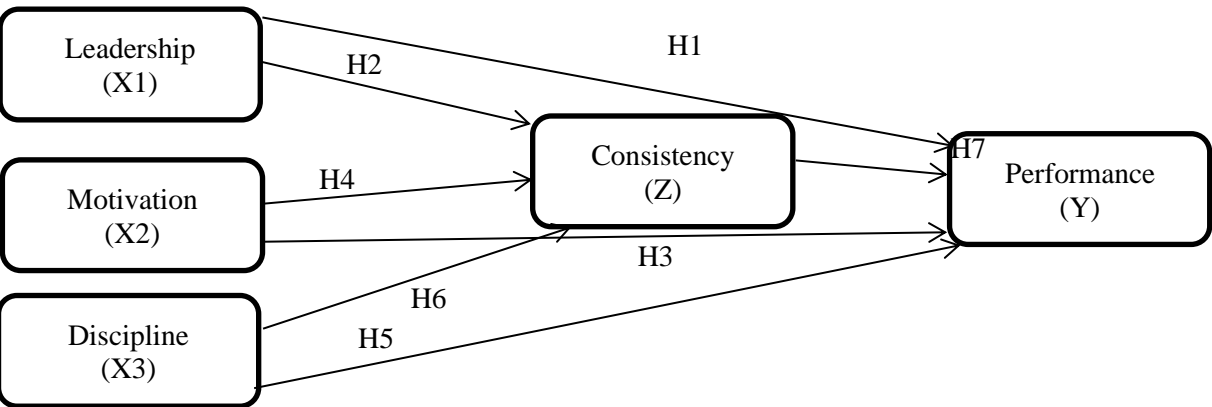
Picture 2. 1 Research Conseptual
Source: Developed for this research, (2024)

Information:
X1   : The independent variable is leadership
X2   : The independent variable is motivation
X3   : The independent variable is discipline
Z   : The intervening variable is consistency
Y   : The dependent variable is performance

METHOD

Research Design

This research uses a quantitative approach with the aim of testing the first to seventh hypotheses that have been formulated.

Population and Sample

All employees at the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia with a population of 119 samples.

Data and Data Collection

Primary Data is in the form of a questionnaire distributed to research samples, and Secondary Data is obtained from official documents from the General Bureau of the Ministry of State Secretariat of the Republic of Indonesia.

Data analysis Methods and Hypothesis Testing

1. Validity Test and Reliability Test

According to Sugiyono (2017) validity tests and reliability tests are tests of the appropriateness and validity of a questionnaire used in research. Research results are declared valid if there are similarities between the data that actually occurs on the object under study. Data is called valid, meaning that the data obtained through a questionnaire can answer the objectives of the research. To measure validity, Pearson product moment correlation is used. If the Pearson product moment correlation between each statement and the total score produces a significance value <0.05 (α=5%), then the statement item is declared valid.

Reliability Test according to Sugiyono (2017) is a research instrument in the form of a questionnaire which, if used several times to measure the same object, will produce the same data. Instrument reliability is a requirement for carrying out validity testing, this testing needs to be carried out even though the instrument is valid. According to Sugiyono (2017), reliability measurements are carried out using one shot or just one measurement using SPSS to test the Cronbach alpha coefficient statistical test with the condition that it is said to be reliable if the Cronbach alpha value is >0.60.

2. Hypothesis Testing

Hypothesis testing is carried out using the t test and correlation test. The t test is used to test differences between groups, while the correlation test is used to test the relationship between variables.

According to Ghozali (2018), the t test aims to show how much influence an independent or independent variable individually has on the dependent variable. On the basis of decision making using significance probability figures, namely:

1. If the significance probability is <0.05 then Ho is rejected and Ha is accepted.

2. If the significance probability is > 0.05 then Ho is accepted and Ha is rejected.

RESULTS AND DISCUSSION

41. Respondent Characteristics

Table 1. Respondent Data

	Frequency	Percentage
Gender		
Man	107	89,9%
Women	12	10,9%
Total	**119**	**100%**
Work Unit		
Presidential Doctor Administrative Support Section, General Bureau, Ministry Secretariat	8	6,7%

Internal Security Section, General Bureau, Ministry Secretariat	2	1,7%
Health Services Section, General Bureau, Ministry Secretariat	3	2,5%
Vehicle Section, General Bureau, Ministry Secretariat	83	69,7%
Household Supplies and Procurement Services Section, General Bureau, Ministry Secretariat	16	13,4%
Building Section, General Bureau, Ministry Secretariat	2	1,7%
State Property Management Section, General Bureau, Ministry Secretariat	5	4,2%
Total	**119**	**100%**

The table above presents the characteristics of respondents based on gender with a total of 119 respondents. There were 107 male respondents (89.9% of 119). Women were 12 respondents (10.1% of 119). Meanwhile, the characteristics of respondents from work units were 119 respondents. Presidential Doctor Administrative Support Section, General Bureau, Ministry Secretariat were 8 respondents (6.7% of 119). Internal Security Section, General Bureau, Ministry Secretariat as many as 2 respondents (1.7% of 119). Health Services Section, General Bureau, Ministry Secretariat as many as 3 respondents (2.5% of 119). Vehicle Section, General Bureau, Ministry Secretariat as many as 83 respondents (69.7% of 119). Household Supplies and Procurement Services Section, General Bureau, Ministry Secretariat as many as 16 respondents (13.4% of 119). Building Section, General Bureau, Ministry Secretariat as many as 2 respondents (1.7% of 119). State Property Management Section, General Bureau, Ministry Secretariat as many as 5 respondents (4.2% of 119).

2. Validity Test

In this research, testing was carried out using the Validity Test analysis technique. The test compares the calculated r value with the r table. Furthermore, the significance value (sig) <0.05. If it meets these requirements, it will be declared valid.

P Correlation 119 – 2 = 117 rate 5%

r count > 0.181

Based on the results of the validity test for 50 statements, statement 47 and statement 48 are invalid because the calculated r value is smaller than the r table value of 0.181 and the significance value is greater than 0.05. Results from P47, respondents refused to be late for work. And for the results of P48, respondents refused to feel bored with their work.

3. Reability Test

Reliability test, namely an instrument is declared reliable if the Cronbach's alpha value is > 0.6. The results of the Cronbach's alpha reliability test were 0.979. This value is declared reliable. Because it meets the requirements of more than 0.6. 0.979 is greater than 0.6.

4. Intervening Regression Test

In the intervening regression test, it is usually used to test whether there is a direct influence exerted by the independent variable on the dependent variable. Meanwhile, path analysis not only tests the direct effect, but also explains the indirect influence that the independent variable has on the dependent variable through the intervening variable.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906ª	.822	.817	1.98211

a. Predictors: (Constant), DISCIPLINE, LEADERSHIP, MOTIVATION

Table 3. Coefficientsa Consistency

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.244	.679		1.832	.070
	KEPEMIMPINAN	.068	.063	.075	1.084	.281
	MOTIVASI	.334	.084	.306	4.001	<,001
	DISIPLIN	.599	.079	.574	7.569	<,001

a. Dependent Variable: CONSISTENCY

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823ª	.677	.666	2.37124

a. Predictors: (Constant), CONSISTENCY, LEADERSHIP, MOTIVATION, DISCIPLINE

Discussion

The Influence of Leadership on Consistency

The results of testing the first hypothesis state that there is rejection of the influence of leadership on consistency. The calculations that have been carried out have obtained a significance value greater than 0.05. Namely, the significance value of the leadership variable is 0.281, greater than 0.05. Which can be concluded when the significance value is greater than 0.05 then the results are rejected.

The Influence of Motivation on Consistency

The results of testing the second hypothesis state that there is an influence of motivation on consistency. The calculations that have been carried out have obtained a significance value of less than 0.05. That is, the significance value of the motivation variable is 0.001, which is smaller than 0.05. Which can be concluded when the significance value is smaller than 0.05 then the results are accepted.

The Effect of Discipline on Consistency

The results of testing the third hypothesis state that there is an influence of discipline on consistency. The calculations that have been carried out have obtained a significance value of less than 0.05. That is, the significance value of the discipline variable is 0.001, which is smaller than 0.05. Which can be concluded when the significance value is smaller than 0.05 then the results are accepted.

The Influence of Leadership on Performance

The results of testing the fourth hypothesis state that there is rejection of the influence of leadership on performance. The calculations that have been carried out have obtained a significance value greater than 0.05. That is, the significance value of the leadership variable is 0.794, which is greater than 0.05. Which can be concluded when the significance value is greater than 0.05 then the results are rejected.

The Effect of Motivation on Performance

The results of testing the fifth hypothesis state that there is a rejection of motivation towards performance. The calculations that have been carried out have obtained a significance value greater than 0.05. Namely, the significance value of the motivation variable is 0.270, greater than 0.05. Which can be concluded when the significance value is smaller than 0.05 then the results are rejected.

The Effect of Discipline on Performance

The results of testing the sixth hypothesis state that there is a rejection of discipline towards performance. The calculations that have been carried out have obtained a significance value greater than 0.05. Namely, the significance value of the discipline variable is 0.529, which is greater than 0.05. Which can be concluded when the significance value is smaller than 0.05 then the results are rejected.

The Effect of Consistency on Performance

The results of testing the seventh hypothesis state that there is an influence of consistency on performance. The calculations that have been carried out have obtained a significance value of less than 0.05. That is, the significance value of the consistency variable is 0.001, which is smaller than 0.05. Which can be concluded when the significance value is smaller than 0.05 then the results are accepted.

The Influence of Leadership on Consistency in Performance Levels

The results of testing the eighth hypothesis state that there is a significant influence from the calculation results. The direct influence value of 0.024 is smaller than the indirect influence value of 0.047. So it can be concluded that indirectly X1 (LEADERSHIP) through Z (CONSISTENCY) has a significant effect on Y (PERFORMANCE).

The Influence of Motivation on Consistency of Performance Levels

The results of testing the ninth hypothesis state that there is an influence from the calculation results. The direct influence value of 0.122 is smaller than the indirect influence value of 0.192. So it can be concluded that indirectly X2 (MOTIVATION) through Z (CONSISTENCY) has a significant effect on Y (PERFORMANCE).

The Influence of Discipline on Consistent Performance Levels

The results of testing the tenth hypothesis state that there is an influence from the calculation results. The direct influence value of 0.079 is smaller than the indirect influence value of 0.359. So it can be concluded that indirectly X3 (DISCIPLINE) through Z (CONSISTENCY) has a significant effect on Y (PERFORMANCE).

CONCLUSIONS AND SUGGESTION

Based on the objectives of the research you want to know, and after analyzing the data according to the method used, the following conclusions are obtained.

1. There are two statements that show low scores from the respondents' answers, namely statement 47 "I am often late for work" and statement 48 "Sometimes I feel bored with the work I handle" which are invalid for the Pearson correlation and significance results.
2. The reliability test is declared reliable because the results of the Cronbach's Alpla reliability test are greater than the minimum value,
3. In the intervening regression test, test two types of models. Both types of models result in no significant influence for leadership on consistency and performance. Meanwhile, motivation and discipline have a significant effect on consistency for model I. In model II, only consistency has a significant effect on performance.

Suggestion

Based on the research results obtained, and after analysis. The author provides suggestions for the development of this research as follows.

1. Thoroughly evaluate invalid statements.
2. Maintain the quality of research instruments by continuing to review and evaluate each statement periodically.
3. Implement strategies or programs that can strengthen consistency, so that in the end you can improve performance significantly.

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