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# EMPLOYEE PERFORMANCE REVIEWING FROM DISCIPLINE, MOTIVATION, WORK ENVIRONMENT, AND LEADERSHIP IN PUBLIC WORKS AND SPATIAL PLANNING OFFICES KLATEN DISTRICT

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***Abstract:*** *This study aims to determine the effect of simultaneously (simultaneously) or partially the variables of discipline, motivation, work environment and leadership on employee performance at the Public Works and Spatial Planning Office of Klaten Regency.*
*This research method uses a quantitative descriptive research design. The population in all employees who work in the Department of Public Works and Spatial Planning Klaten Regency, amounting to 291 people. The sampling technique used in this study is a purposive sampling technique with a total sample of 81 respondents. Collecting data by using a questionnaire. The data analysis technique used is statistical analysis, namely multiple linear regression test, F test, t test, and the coefficient of determination.*
*The results of the study indicate that discipline, motivation, work environment and leadership partially and significantly affect the performance of employees at the Department of Public Works and Spatial Planning, Klaten Regency. Suggestions from this research, employees of the Klaten Regency Public Works and Spatial Planning Office continue to improve discipline, motivation, work environment and existing leadership, so that employee performance will increase and be better than before.*

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## INTRODUCTION

The organization seeks to obtain human resources who are able to work effectively and efficiently so that the goals set can be achieved. The organization consists of a collection of several people with the same goal and each organization uses all resources to operate to produce a product or service that has high selling power so as to generate profits to achieve the goals of the organization. One of the resources used in order to achieve organizational goals is Human Resources (HR). HR can be a potential if it is managed properly and correctly, but on the contrary, it will become a burden if it is mismanaged. One example of the importance of the contribution of human resources in an organization can be seen from the performance process. When the organization already has strong finances and the latest technology but lacks good human resources, the performance process will not run smoothly.

Employee performance is a very important factor for the continuity of the organization. Performance is a result achieved by a person in carrying out tasks based on skills, experience and sincerity and time according to predetermined standards and criteria (Wijaya, *et al,* 2016). Performance is about doing work and the results achieved from that work. To achieve the targets set by the organization (performance), employees must prioritize interests and satisfaction by providing the best service, discipline, work well and innovatively so that it will produce good performance (Nurhasanah, 2021).

Discipline is the awareness and strength that develops from within the individual to do work so that he is able to adapt voluntarily to the rules, decisions and the highest values of work and behavior. Individuals who have work discipline will appear orderly, obedience to regulations and the desire to work in harmony in achieving organizational goals. With high discipline, performance will increase significantly (Wardani, 2017). Employee discipline can be built by creating unidirectional communication between leaders and employees. Good communication can create trust, respect, a high sense of responsibility, and strong loyalty between leaders and followers (Taohid, *et al,* 2021).

Work motivation can provide the driving force that creates a person's work desire so that they want to work together, work effectively and be integrated with all their power and efforts to achieve job satisfaction (Ihsan, 2021). Giving motivation is very important in every agency, with motivation being the thing that causes, distributes, and supports human behavior to work hard to achieve maximum results.

The work environment is something that is around the workers and that affects them in carrying out their duties. The work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance, on the contrary if an employee works in an inadequate and unsupportive work environment to work optimally will make the employee concerned become lazy, so that employee performance will decrease. (Fikranutil & Rini, 2016).



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Leadership is a person who has certain superiorities, advantages or strengths, so that he has the obligation and power to move others according to his expertise to make joint efforts to achieve certain goals. The leadership process involves the desire and intention, active involvement between the leader and his subordinates to achieve the desired goals (Taohid, *et al,* 2021). The Office of Public Works and Spatial Planning of the Klaten Regency has its address at the Department of Public Works and Spatial Planning of the Klaten Regency, JI. Sulawesi No. 26 Ex. District, Central Klaten District, Klaten District, 57415.

Through the State Civil Apparatus Performance System listed, the performance of employees at the Klaten Regency Public Works and Spatial Planning Office is quite good, but recently it has decreased. The decline in employee performance, lack of employee understanding of the discipline used in the work process, lack of enthusiasm for work in employees, and a fairly large workload from within each employee make the performance of employees in the Office of Public Works and Spatial Planning Klaten Regency be less than optimal. Based on the existing problems, the researchers are interested in conducting more research with the title Employee Performance in terms of discipline, motivation, work environment and leadership at the Department of Public Works and Spatial Planning, Klaten Regency.

## METHOD

This research, according to the type of data is quantitative. Where quantitative research uses data in the form of numbers. This research was conducted at SMK Negeri 1 Sragen, located on Jl. Ronggowarsito Telp. 0271-891163 Sragen in March 2021 - August 2021. The population of this study is all students of class XI SMK Negeri 1 Sragen Year of Study 2020/2021, numbering 476 students. Given the large population and the state of the Covid 19 pandemic, which prohibits gathering students, sampling uses census techniques. While the instrument has done using google form.

The data collection technique in this study is a survey using questionnaires containing the details of statements shared with respondents. Each respondent is required to answer each item of the statement submitted independently. The answer to the questionnaire will be followed up with an analysis. The data obtained is then processed using multiple linear regression analysis tools using SPSS24 software. Before testing with multiple linear regressions, first test data instruments and test classic assumptions. This has done to see the nature of partial data or not.

This research is used to look at the influence of discipline, motivation, work environment, and performance leadership of employees in the Klaten County Public Works and Spatial Planning Office with data collection using observation, documentation, interviews, QUEsIoner, and literature studies. This research includes a type of quantitative descriptive research conducted by calculation using statistical analysis tools such as formulas, tools, and models of analysis (calculation results), which then explain

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the meaning of the numbers and conclude.

The population in this study was asn in the Office of General Structuring and Spatial Planning of Klaten Regency, which at the time of conducting this study amounted to 291 employees. According to Arikunto (2016: 112), sampling for research, if the subject is less than 100 people should be taken all, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. According to this understanding, the sample taken in this study is as many as 81 ASNs in the Klaten Regency General Structuring and Spatial Planning Office. Sampling techniques in this study use purposive sampling, a sample collection technique when all members of the population are used as samples (Sugiyono, 2019: 122).

As for the retrieval of data used in the study by way of interviews by distributing questionnaires. Before processing the data, the test of the question instrument contained in the questionnaire is carried out. Instrument tests in this study are validity tests and reliability tests. The entire question in this study was declared valid and reliable. All statement items in this study are declared valid. Because the r SCORE value is greater than 0.444 (rtabel). All the instruments used for variables in this study are reliable so this intrusion can be used to measure variables in this study. The answer to the questionnaire will be followed up with an analysis. The data obtained is then processed using multiple linear regression analysis tools using SPSS24 software. Before testing with multiple linear regressions, first test data instruments and test classic assumptions. This has done to see the nature of partial data or not.

## FINDINGS AND DISCUSSION

### Findings

Table 1
Multiple Linear Regression Test

| No | Variable | Unstandardized B | Information |
|---|---|---|---|
| 1 | (Constant) | 2,850 | Positive |
| 2 | Discipline | 0.627 | Positive |
| 3 | Motivation | 0.074 | Positive |
| 4 | Work environment | 0.216 | Positive |
| 5 | Leadership | 0.013 | Positive |

Source: Primary Data processed 2021

Based on the table above, it can be seen that the regression equation formed is:

**Y = 2.850 + 0.622 X 1 + 0.074 X 2 + 0.216 X 3 + 0.013 X 4 + e**



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From these equations it can be explained that:

1. Constant (a)= 2.850

   This means that if the constant value (a) = 2.850 while the variables of discipline, motivation, work environment and leadership are considered constant or equal to zero, then the performance variable is 2.850 and shows positive results.

2. Discipline Coefficient ($b_1$) = 0.627

   This means that if the coefficient value of the discipline variable has increased, while the motivation, work environment and leadership variables are assumed to have a fixed value from the regression model, then the performance value will increase by 0.627 and show positive results.

3. Motivation Coefficient ($b_2$) = 0.074 This means that if the coefficient value of the motivation variable increases, while the discipline, work environment and leadership variables are assumed to have a fixed value from the regression model, then the performance value will increase by 0.074 and show positive results.

4. Work Environment Coefficient ($b_3$) = 0.216

   This means that if the coefficient value of the work environment variable has increased, while the discipline, motivation and leadership variables are assumed to have a fixed value from the regression model, then the performance value will increase by 0.216 and show positive results.

5. Leadership Coefficient ($b_4$) = 0.013

   This means that if the coefficient value of the leadership variable increases, while the discipline, motivation and work environment variables are assumed to have a fixed value from the regression model, then the employee performance value will increase by 0.013 and show positive results.

## Hypothesis testing

### 1. F Test (Simultaneous)

Table 2
F. Test Results

| Model | $F_{count}$ | $F_{table}$ | Sig. | Standard | Information |
|---|---|---|---|---|---|
| Regression | 57,444 | 2.48 | 0.000 | 0.05 | Eligible Models |

Source: Primary Data processed 2021

The results of data analysis that have been obtained, it can be seen that the $_{calculated}$ F value is 57.444, because $F_{arithmetic} > F_{table}$ 57.444 > 2.48 and a significance of 0.000 < 0.05 then Ho is rejected. It can be concluded $H_a$ accepted, meaning that there is influence between training, information technology, independence and objectivity

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simultaneous and significant impact on the performance of Government Internal Supervisory Apparatus Klaten district.

## 2. t test (Partial)

Table 3
t test results

| Hypothesis | $t_{count}$ | $t_{table}$ | Sig. | Standard | Information |
|---|---|---|---|---|---|
| H1 | 7,601 | > 2.026 | 0.000 | 0.05 | Accepted |
| H2 | 2,664 | > 2.026 | 0.000 | 0.05 | Accepted |
| H3 | 1,782 | > 2.026 | 0.003 | 0.05 | Accepted |
| H4 | 3,195 | > 2.026 | 0.000 | 0.05 | Accepted |

Source: Primary Data processed 2021

a. $T_{count} > t_{table}$ (7.601 > 2.026) and 0.000 significance value <0.05 then Ho is rejected and $H_a$ accepted. It can be concluded that there is a positive and significant influence of discipline on the performance of employees at the Department of Public Works and Spatial Planning Klaten Regency.

b. $T_{count} > t_{table}$ (2.664 > 2.026) and 0.000 significance value <0.05 then Ho is rejected and $H_a$ accepted. It can be concluded that there is a positive and significant influence of motivation on employee performance at the Department of Public Works and Spatial Planning, Klaten Regency.

c. $T_{count} > t_{table}$ (1.782> 2.026) and 0.000 significance value <0.05 then Ho is rejected and $H_a$ accepted. It can be concluded that there is a positive and significant effect of the work environment on the performance of employees at the Department of Public Works and Spatial Planning, Klaten Regency.

d. $T_{table} > t_{count}$ (3.195> 2.026) and 0.000 significance value <0.05 then Ho is rejected and $H_a$ accepted. It can be concluded that there is a positive and significant influence of leadership on the performance of the Public Works and Spatial Planning Office of Klaten Regency.

## 3. Coefficient of Determination Test ($R^2$)

Table 4
Coefficient of Determination Results

**Model Summary** [b]

| *Model* | *R* | *R Square* | *Adjusted R Square* | *Std. Error of the Estimate* |
|---|---|---|---|---|
| 1 | 0.891 [a] | 0.793 | 0.771 | 0.93279 |

a. Predictors: (Constant), Discipline, Motivation, Work Environment and Leadership

b. Dependent Variable: Performance

Source: Primary Data processed in 2021



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Based on the calculation results, the adjusted R square value is 0.891. It means that the variables of discipline, motivation, work environment and leadership contribute to performance by 60.9% while the remaining 39.1% is explained by other variables not proposed in this study such as: work ability, work discipline, information technology, training style and etc.

## Discussion

### 1. The effect of discipline on employee performance at the Klaten Regency Public Works and Spatial Planning Service

The influence of discipline on the performance of employees of the Public Works and Spatial Planning Department of Klaten Regency. The results of SPSS calculations obtained t count > t table (7,601 > 2,026) and sig. of 0.000 is smaller than 0.05, discipline has a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Klaten Regency.

This research is in line with previous research conducted by (Saripudin, & Handayani, 2020). With the implementation of the presence machine (finger print), employees become more disciplined. Because the attendance list is morning (dating) and evening (when returning) during weekdays, everything is recorded through the attendance machine (finger print). Besides finger print, the application system is also agreed, as a means of measuring employee performance. All ASN will carry out daily activity reporting with this agreed application. So, starting from attendance discipline, to work discipline is monitored and measured every day.

### 2. The influence of motivation on employee performance at the Department of Public Works and Spatial Planning Klaten Regency

The results of SPSS calculations obtained t count > t table (2,664 > 2,026) and sig. of 0.000 is smaller than 0.05, meaning Ho is rejected and Ha is accepted, meaning that motivation has a significant effect on employee performance at the Public Works and Spatial Planning Office of Klaten Regency.

This research is in line with previous research conducted by (Nurhasanah, et al 2021); (Tolu, et al 2021). Motivation is very important for the Department of Public Works and Spatial Planning because it can affect the performance of existing employees. Motivation can change employee behavior. Employees will feel enthusiastic at work and the work will be completed quickly, with caution and with satisfactory results. So the hypothesis which states "Motivation affects the performance of employees at the Department of Public Works and Spatial Planning" can be accepted as true. The results of this study are in line with previous research conducted by which states that motivation has a positive and significant effect on employee performance.

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3. **The influence of the work environment on the performance of employees at the Department of Public Works and Spatial Planning Klaten Regency.**

   The results of SPSS calculations obtained t arithmetic > t table (1.782 > 2.026) and sig. of 0.003 is smaller than 0.05, meaning Ho is rejected and Ha is accepted, meaning that the work environment has a significant effect on employee performance at the Public Works and Spatial Planning Office of Klaten Regency.

   This study is in line with previous research conducted by Rofinatun, et al (2018) The work environment is an important aspect in an organization/agency. The existence of a good work environment will make employees feel very comfortable and enjoy every job. Of course, it will also improve existing performance whether from the aspect of speed of completion of work or minimize problems that will occur.

4. **The influence of leadership on employee performance at the Department of Public Works and Spatial Planning Klaten Regency.**

   The results of SPSS calculations obtained $t_{count} > t_{table}$ (3.195 > 2.026) and sig. of 0.000 is smaller than 0.05, meaning Ho is rejected and Ha is accepted, meaning that leadership has a significant effect on employee performance at the Public Works and Spatial Planning Office of Klaten Regency.

   Leadership in an organization has a very important role, in order to improve the performance of employees in the Public Works and Spatial Planning Office of Klaten Regency. This leadership role will be realized if there is a behavioral relationship or a harmonious behavioral relationship is established between superiors and subordinates. With a harmonious relationship between superiors and subordinates, the existing work will be easier to complete and of course the employee's performance will also increase.

## Conclusion

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded Discipline has a significant effect on employee performance at the Department of Public Works and Spatial Planning, Klaten Regency. Motivation has a significant effect on employee performance at the Department of Public Works and Spatial Planning, Klaten Regency. Work environment has a significant effect on employee performance at the Klaten Regency Public Works and Spatial Planning Office. Leadership has a significant influence on employee performance at the Department of Public Works and Spatial Planning, Klaten Regency.

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