

**THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND WORK DISCIPLINE ON PERFORMANCE EMPLOYEES AT THE DIRECTORATE OF VOCATIONAL HIGH SCHOOLS OF THE MINISTRY OFFICE EDUCATION AND CULTURE**

**Djasda<sup>1</sup>, Dewi Puspaningtyas Faeni<sup>2</sup>**

<sup>1</sup>Magister Manajemen Universitas Dirgantara Marsekal Suryadarama

<sup>2</sup>Lecturer Postgraduate Masters of Management Universitas Dirgantara

Email: [dewi.faeni@unsurya.ac.id](mailto:dewi.faeni@unsurya.ac.id)

---

INFO ARTIKEL

**Riwayat Artikel:**

Received :27-07-2025

Revised :10-08-2025

Accepted :20-08-2025

**Keywords:** Motivation, and Work Discipline on Performance

**DOI:** <https://doi.org/10.62335>

**ABSTRACT**

*The development of science and technology which is marked by advances in the field of information media and technology at this time has been going so rapidly, that in placing a nation in a position to the extent that the nation is advanced is based on how far the nation masters these two fields. The Indonesian nation is one of the nations that lives in a global environment, so inevitably it must also be involved in the back and forth of mastery of information and technology media, especially for the benefit of the nation itself. Human beings are the most important source that plays a role in determining the continuity and success in an organization, this is because no matter how perfect the technology is but can run well, therefore it is necessary to develop the human resource aspect. One of the aspects that plays an important role in a government bureaucracy is leadership. In addition, providing motivation is very important in being loyal*

**ABSTRAK**

Perkembangan ilmu pengetahuan dan teknologi yang ditandai dengan kemajuan di bidang media informasi dan teknologi saat ini telah berjalan begitu pesat, sehingga dalam menempatkan suatu bangsa pada posisi sejauh mana bangsa tersebut maju didasarkan

pada sejauh mana bangsa tersebut menguasai kedua bidang tersebut. Bangsa Indonesia merupakan salah satu bangsa yang hidup dalam lingkungan global, maka mau tidak mau harus turut terlibat dalam maju mundurnya penguasaan media informasi dan teknologi, terutama untuk kepentingan bangsa itu sendiri. Manusia merupakan sumber terpenting yang berperan dalam menentukan kelangsungan dan keberhasilan dalam suatu organisasi, hal ini dikarenakan sesempurna apapun teknologi yang dimiliki tetapi dapat berjalan dengan baik, oleh karena itu perlu adanya pengembangan pada aspek sumber daya manusia. Salah satu aspek yang berperan penting dalam suatu birokrasi pemerintahan adalah kepemimpinan. Selain itu, pemberian motivasi sangatlah penting dalam bersikap loyal.

## INTRODUCTION

The Ministry of Education and Culture is a component of the Government tasked with realizing the promise of the establishment of the state in accordance with the Opening of the 1945 Constitution of the Unitary State of the Republic of Indonesia, particularly in the context of advancing the general welfare and educating the life of a nation. Furthermore, it is obligated to fulfill the rights of citizens in accordance with Article 28C paragraph (1) which states that everyone has the right to develop themselves through the fulfillment of basic needs, has the right to education, and to benefit from science and technology, arts and culture, in order to improve the quality of life and the welfare of humanity.

The development of science and technology marked by advances in the fields of information and communication technology has been progressing rapidly, so that the position of a nation in terms of how advanced it is, is based on how well that nation masters these two fields. Indonesia is one of the nations that lives in a global environment, and therefore it must inevitably be involved in the advancement and regression of mastery over information and communication media, especially for the interests of the nation itself. Humans are the most important resource in determining the continuity and success of an organization; this is because no matter how advanced the technology is, it can only function well if there is a need for development in the aspect of human resources. One of the important aspects in a government bureaucracy is leadership.

In addition, providing motivation is very important in every company. Employees with high work motivation will be able to encourage themselves to be more enthusiastic and can contribute positively to the work that has become their responsibility. Therefore, companies can encourage employees to have high motivation to achieve the company's goals. To do this, the company can provide rewards to employees who meet their targets.

Not only rewards, the company can also provide overtime pay, salary increases, allowances, and job promotions.

In facing these internal challenges, transformation cannot succeed without a planned development of human resource (HR) capabilities. Just like other disruptions such as the COVID-19 pandemic which has prompted a reevaluation of human capital development across various industries (Faeni et al., 2023), modern organizations are increasingly adopting strategic frameworks such as Green Human Resource Management (GHRM) to align HR practices with sustainability goals (Faeni, Faeni, et al., 2025). The implementation of GHRM policies and sustainable practices has proven to not only support corporate social responsibility in issues such as carbon emission reduction but also to positively impact reputation, the company and employee well-being (Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025a; Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025b). Essentially, these strategies aim to encourage knowledge development, which will ultimately improve employee performance and the quality of services provided from a human resources

As a solution to common problems, innovation in business models has become a strategic necessity. However, this process is not merely about adopting new technology, but rather a holistic change that encompasses how a company redefines its value propositions, interacts with customers, and manages its internal operations. This is where the originality of this research lies. Most existing studies focus on leadership, motivation, and work discipline in relation to employee performance. This research, on the other hand, offers an in-depth qualitative analysis using a case study approach. Its originality resides in the effort to unpack the 'black box' of the strategic transformation process, empirically exploring the 'how' and 'why' management chooses and implements specific adaptation strategies, an area that has not been deeply explored in the context of education in Indonesia. Therefore, the main objective of this research is to identify, analyze, and comprehensively understand the adaptation and innovation strategies implemented by the Education Sector in Indonesia in response to the current era.

## **METHODS**

This research is a simple qualitative study designed as a literature review, where the data collection process is conducted by observing and analyzing various relevant studies in depth. The secondary data sources used, such as articles from national and international scientific journals as well as related books, were selected through purposive sampling techniques. The criteria for selecting sources focus on scientific works that specifically discuss the theme of the Influence of Leadership, Motivation, and Work Discipline on Employee Performance at the Directorate of Vocational High Schools of the Ministry of Education and Culture. All the data collected from various literatures were then analyzed using content analysis methods to identify patterns, synthesize concepts, and draw conclusions to answer the research objectives, without involving interviews or physical document analysis from the company.

## RESULTS AND DISCUSSION

### Reliability Test

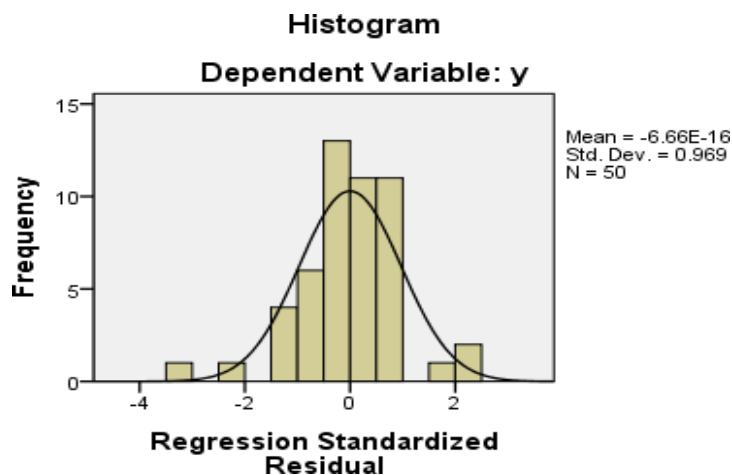
The value of Cronbach's Alpha coefficient  $> 0.60$ . Meanwhile, if the accepted value is below 0.60, it can be said that the variable is not reliable. The results of the reliability test

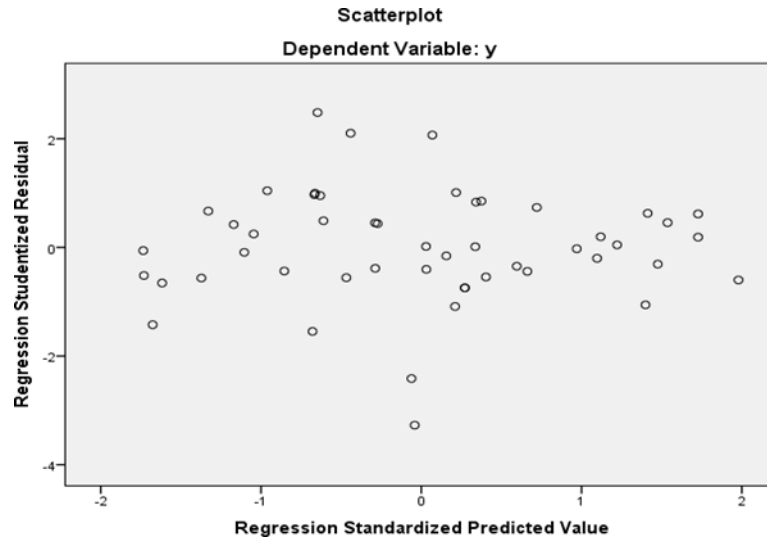
Variable No	Instrument	Reliability Variable	Test	Results	
Alpha Standard		Cornbach		Cornbach's Alpha Description	
1	Leadership	(X1)	0.879	0.60	Reliable
2	Motivation	(X2)	0.882	0.60	Reliable
3	Discipline	(X3)	0.771	0.60	Reliable
4	Performance (Y)	0.789	0.60	Reliable	

Based on the table above, the results of the leadership reliability, motivation, discipline and performance tests show that Cornbach's Alpha value  $> 0.60$ ,

#### a. Normality Test

The normality test has the purpose of testing whether in the regression model, the free variable and the related variable, both are normally distributed or not. The normality of the data in the study was seen by paying attention to the point in the P-pot regression standardized residual of the variable





**Multicollinearity Test**

If the tolerance > 0.10 and the VIF value < 10, then there are no symptoms of multicollinearity, if the tolerance < 0.10 and the VIF value > 10, then symptoms of multicollinearity occur

**Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
(Constant)	1.113	3.409		.745		
x1	.201	.084	.256	.020	.650	1.539
x2	.218	.100	.305	.035	.377	2.650
x3	.412	.171	.372	.020	.310	3.229

Based on the table of the results of the multicollinearity test, it can be seen that the VIF value is < 10 and the tolerance value > 0.1.

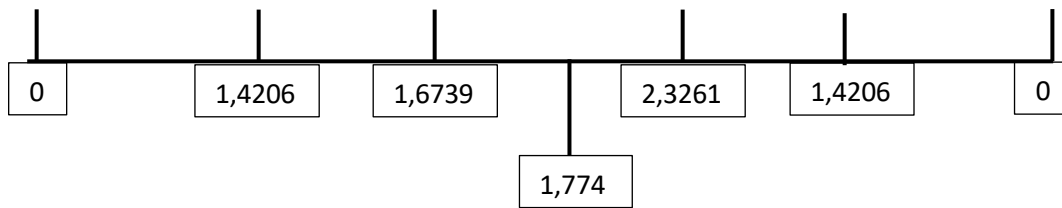
**Autocorrelation Test**

Model	Durbin-Watson
1	1,774

From the output above, it can be seen that the DW value is 1.774. And from the data volume (n=50) and the number of free variables (k=3) in the DW table with a significance of 0.05, the values of dL = 1.4206 and dU = 1.6739 were obtained, while 4-dL = 2.5794 and 4-dU = 2.3261. So that it can be concluded:

N	DW	dL	dU	4-dL	4-dU
50	1,774	1,4206	1,6739	2,5794	2,3261

Negative autocorrelation Nervous Durbin Watson Values



From the table and figure above, it can be concluded that there are no autocorrelation symptoms in this study, proving that dU (1.6739) < DW (1.774) < 4-dU (2.3261), that the value of DW= 1.774 is in the area between dU and 4-dU, that is, no autocorrelation occurs.

Hypothesis Test

Partial Test (t-Test)

The partial test (t-test) is used to test how each independent variable (leadership, motivation, discipline) affects the bound variable (employee performance). The results of the t-test calculation are as follows:

Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.113	3.409		.327	.745
x1	.201	.084	.256	2.402	.020
x2	.218	.100	.305	2.177	.035
x3	.412	.171	.372	2.408	.020

T value calculated > t table 2.402 > 2.01290

The significant value < 0.05 is 0.020 < 0.05

Simultaneous Test (Test F)

The F or anova test is used to see how significant the influence of the independent variables (leadership, motivation, and discipline) together (simultaneously) on the bound variable (employee performance). The results of the F (Anova) test in this study can be seen in the following table:

Simultaneous Test Results (Test F)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1669762 8975.20	2	8348814 487.603	66. 820	.00 0b
Residual	1624285 028.171	13	1249450 02.167		
Total	1832191 4003.37	15			

Based on the table above, it states:

F value calculated > F table 66.820 > 2.80

The significance value of < 0.05 is 0.000 < 0.05 thus it can be concluded that H0 is rejected and Ha is accepted with the F test, namely leadership, motivation, and simultaneous discipline have a significant effect on employee performance (Y).

1. The influence of leadership on employee performance

Based on the results of the hypothesis tester (H1), it has been found that there is an influence between leadership and employee performance.

From the results of the calculation on the t-test, the significant value for the influence of leadership variables on performance variables is 0.020 < 0.05 with a t-value of 2.402 > 2.0129 t table, so it can be concluded that H1 is accepted which means there is a significant X1 to Y. The results of the study prove that leadership has a positive effect on employee performance, meaning that the performance of employees at the Directorate of Vocational High Schools is very good and this is inseparable leadership on the streets.

As we know, leadership is one of the key factors for the success of the performance of employees. It can be imagined that if employees are led by bad leadership, their performance will decrease. But on the other hand, if the leader has good leadership, it will have an effect

2. The influence of motivation on employee performance

Based on the results of the hypothesis tester (H2), it has been found that there is an influence between motivation and employee performance.

From the results of the calculation in the t-test, the significant value for the influence of the independent variable of motivation on the employee performance variable is  $0.035 < 0.05$  with the t-value of  $2.177 > 2.0129$  t of the table, so it can be concluded that H1 is accepted, which means that there is a significant X2 on Y. Therefore, the results of this study test statistically prove that the influence of motivation on employee performance has a positive value in the Directorate of Vocational High Schools.

Motivation is one of the most important factors in increasing employee work productivity. Good motivation is a reflection of the high work productivity of employees who have more motivation in work, of course, it will also affect the professionalism of their work, for example, the leader always motivates each employee so that he or she can

3. The influence of discipline on employee performance

Based on the results of the hypothesis tester (H3), it has been found that there is an influence between discipline and employee performance.

From the results of the calculation in the t-test, the significant value for the influence of the discipline independent variable on the employee performance variable is  $0.020 < 0.05$  with a t-value of  $2.408 > 2.0129$  t table, so it can be concluded that H1 is accepted, which means that there is a significant X2 on Y.

Discipline is an important factor for the good or bad performance of employees in carrying out their duties and regulations that apply in the agency. If work discipline is well maintained, then the performance results of employees will be satisfactory, on the other hand, if work discipline is bad, the performance results will be poor as well as for example leaders always come on time,

4. The Influence of Leadership, Motivation and Work Discipline on Employee Performance

Based on the results of the F test, it can be seen that the F value is calculated at  $66.820 > 2.80$  with a significance level of  $0.000 < 0.05$ , then H0 is rejected and Ha is accepted, it can be concluded that the leadership variables (X1), motivation (X2) and discipline (X3) together have a significant effect on employee performance. Thus, statistical testing proves that leadership, motivation and work discipline together have a positive and significant effect on employee performance. In other words, the model is worth using. According to the results of the questionnaire of the respondents, they believe that improving leadership, motivation, and discipline is very important and must be continuously improved and maintained. The results of this study are supported by previous research, namely Rivaldi Maniku, hanyAzza Umam, Muhammad Nurhaura Huddin (2019), Headar and Suandi putra syamsuddin (2014) "The Influence of Leadership and Limited Work Discipline

## CONCLUSION

1. From the results of the study, there is a significant influence between leadership and employee performance which is proven to pass the t-test with a significant value of  $0.020 < 0.05$  with a t-value of  $2.402 > 2.0129$ .
2. From the results of the study, there is a significant influence between employee motivation and performance as evidenced through the t-test with a significant value of  $0.035 < 0.05$  with a t-count of  $2.177 > 2.0129$ .
3. From the results of the study, there can be a significant influence between motivation, and employee performance as evidenced by the t-test with a significant value of  $0.020 < 0.05$  with a t-value of  $2.408 > 2.0129$ .
4. From the results of the research on the F test with the influence of leadership, motivation, and discipline have a significant influence on employee performance as evidenced by the F test where the F value is calculated  $> F$  table is  $66.820 > 2.80$  with a significance level of  $0.000 < 0.05$ .

So there is an influence between the variable X1 on Y, or in other words H0 is rejected and Ha is accepted.

1) Test of the Motivation variable on employee performance

a) Formulate a hypothesis

H0 : motivation has no effect on employee performance Ha : motivation has an effect on employee performance

b) Determination of t calculation and significance value

From the results in Table IV.22, it can be seen that the t calculation is 2.177 and the significance is 0.035

c) Define t table

t table can be seen in the significance table 0.05 with 2 sides (0.025), degrees of freedom (df) = n-k-1 where n is the sum of data and k is the free variable, so (df) =  $50-3-1 = 46$ .

Then the result for t table is 2.01290 (seen from row to column 46 significance 0.05 with a bidirectional test).

d) Testing Criteria

- If t counts  $< t$  table then H0 is accepted and Ha is rejected - If t counts  $> t$  table then H0 is rejected and Ha is accepted

e) Draw conclusions

Based on table VI.22 above, it states:

- T value calculated  $> t$  table  $2.177 > 2.01290$

- Significant value  $< 0.05$  i.e.  $0.035 < 0.05$

So there is an influence between the variable X2 on Y, or in other words H0 is rejected and Ha is accepted.

2) Discipline Variable Test on employee performance

a) Formulate a hypothesis

H0 : discipline has no effect on employee performance Ha : discipline has an effect on employee performance

b) Determination of t calculation and significance value

From the results in Table IV.22, it can be seen that the t calculation is 2.408 and the significance is 0.035

c) Define t table

T table can be seen in the table of significance 0.05 from 2 sides (0.025), degrees of freedom (df) = n-k-1 where n is the sum of data and k is the free variable, so (df) = 50-3-1 = 46. Then the result for t table is 2.01290 (seen from row to column 46 significance 0.05 with a bidirectional test).

d) Testing Criteria

- If t counts < t table then H<sub>0</sub> is accepted and H<sub>a</sub> is rejected - If t counts > t table then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted

e) Draw conclusions

Based on table VI.22 above, it states:

- T value calculated > t table 2.408 > 2.01290

- Significant value < 0.05 i.e. 0.020 < 0.05

So there is an effect between the variable X<sub>3</sub> on Y, or by in other words, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.

## BIBLIOGRAPHY

Abdullah, M. 2014. *Manajemen dan Evaluasi Kinerja Karyawan*. Yogyakarta: Penerbit Aswaja Pressindo.

Afandi, P. 2018. *Manajemen Sumber Daya Manusia; Teori, Konsep dan Indikator*, Riau: Zanafa Publishing.

Amirullah. 2015. *Pengantar Manajemen*. Jakarta: Mitra Wacana

Faeni, D. P., Faeni, P. F., Basrowi, & Sungkono. (2025). *Green HRM for sustainable aviation: An integration evaluation using PLS-SEM and fsQCA*. *Environmental Challenges*. 20. <https://doi.org/10.1016/j.envc.2025.101232>

Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., Faeni, R. P., & Beshr, B. A. . (2025a). *Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR) in Reducing Carbon Emissions for Sustainable Practices*. <https://doi.org/10.1002/tqem.70048>

Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., Faeni, R. P., & Beshr, B. A. H. (2025b). *Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being: A Model for Indonesia's F&B Industry*. *Environmental Challenges*. <https://doi.org/10.1016/j.envc.2025.101082>

Faeni, D. P., Puspitaningtyas Faeni, R., Alden Riyadh, H., & Yuliansyah, Y. (2023). *The COVID-19 pandemic impact on the global tourism industry SMEs: a human capital development perspective*. *Review of International Business and Strategy*. <https://doi.org/10.1108/RIBS-08-2021-0116>

Andrew E. Sikula. *Manajemen Sumber Daya Manusia*, Erlangga. Bandung Ardana, 2014. *Manajemen Sumber Daya Manusia*, Ghara Ilmu, Yogyakarta Badeni. 2013. *Kepemimpinan dan Prilaku Organisasi*. Bandung: Alfabeta.

- Danang, Sunyoto. (2013). Metodologi Penelitian Akuntansi. Bandung: PT Refika Aditama Anggota Ikapi.
- Edy, Sutrisno, (2016), Manajemen Sumber Daya Manusia, Kencana Prenada Media Group, Jakarta.
- Edison, Emron. Yohny anwar, imas komariyah. 2016. Manajemen Sumber Daya Manusia. Bandung: alterbeta
- Effendi, Usman. 2014. Asas Manajemen. Jakarta: Rajawali Pers.
- Ghozali, Imam. 2016. Aplikasi Analisis Multivariate Dengan Program SPSS. Edisi 8. Semarang: Badan Penerbit UNiversitas Diponegoro.
- Ghillyer, (2016). Pengantar Manajemen, Surakarta: Penerbit Mc Grantill Education.
- Hasibuan, M. 2017. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara Kadarisman, M. 2012. Manajemen kompensasi. Jakarta: Rajawali pers
- Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik). Penerbit PT Rajagrafindo Persada. Depok.
- Mangkuegara, Anwar Prabu. Manjemen Sumber Daya Manusia Perusahaan. PT. Remaja Rosdakarya, Bandung, 2017.
- Rivai, Veithzal. el. at. 2016. Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktek. Raja Grafindo Persada. Jakarta.
- Robbins, S. P. 2016. Manajemen (Edisi 11). Jakarta: PT. Indeks.
- Sekaran, Uma dan Roger Bougie, (2017), Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian, Edisi 6, Buku 1, Cetakan Kedua, Salemba Empat, Jakarta Selatan 12610.
- Sugiyono. 2015. Metode Penelitian Kombinasi (Mix Methods). Bandung: Alfabeta.