

# The influence of bureaucratic leadership style, work culture, and work discipline on the performance of employees of the Riau Islands Provincial secretariat with work motivation as an intervening variable

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## Abstract

**Purpose:** This study aims to determine the influence of bureaucratic leadership style, work culture, and work discipline on performance through the work motivation of Riau Islands Provincial Secretariat employees as an intervening variable. The hypothesis proposed Bureaucratic Leadership Style Affects Performance, Work Culture Affects Performance, Work Discipline Affects Performance, Bureaucratic Leadership Style Affects Motivation, Work Structure Affects Motivation, Work Discipline Affects Motivation, Bureaucratic Leadership Style Affects Performance through Motivation, Work Culture Affects Performance through Motivation, and Work Discipline Affects Performance through Motivation.

**Research Methodology:** The sample in this study is all employees of the Riau Islands Provincial Secretariat. The number of samples used was 165 respondents. The data obtained was analyzed using data analysis techniques with AMOS 24.0 software rocks.

**Results:** The results showed that Bureaucratic Leadership Style Affects CR Values  $2.536 > 2.000$  and Probability =  $0.011 < 0.05$  showed that the Influence of Bureaucratic Leadership Style on Positive Performance was significant. The work culture on the Cr Performance of  $1.132 < 2.000$  and probability =  $0.053 > 0.05$  showed that the positive influence was not significant. Work Discipline on Performance CR Values of  $5.032 > 2.000$  and Probability =  $*** < 0.05$  indicate that the positive influence is significant. Bureaucratic Leadership Style on Motivation CR Values of  $2.801 > 2.000$  and Probability =  $0.005 < 0.05$  showed that the positive influence was significant. Work Culture to Motivation. The value of CR =  $4.130 > 2.000$  and Probability =  $*** < 0.05$  indicates that the positive influence is significant. Work Discipline on motivation CR value  $5.598 < 2.000$  and Probability =  $*** < 0.05$  showed that the positive influence was significant. Motivation for Performance CR Value  $10,293 > 2,000$  and Probability =  $*** < 0.05$  showed that the positive influence was significant. The Influence of Bureaucratic Leadership Style on Performance through Motivation  $0.00004429 < 0.05$  shows that the positive influence is significant. The influence of Work Culture on Performance through Motivation  $0.00012226 < 0.05$  shows that the positive influence is significant. The Effect of Work Discipline on Performance through Motivation  $0.00000079 < 0.05$  shows that the positive influence is significant.

**Keywords:** *Bureaucratic Leadership Style, Work Culture, Work Discipline, Performance, Motivation, AMOS.*

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## 1. Introduction

Human resource management is a management activity that includes utilization, development, assessment, and provision of services for human beings as individual members of an organization or agency. Human resource management also involves ways of designing systems for planning, employee development, career management, job evaluation, employee compensation and employment relations. Human resource management involves all management practices that can directly affect the organization. Human resources are the main driver of an organization's activities. Likewise, in the context of an organization, the progress and retreat of an organization is determined by the existence of its human resources. So that human resources in an organization are an important concern in the context of efforts to achieve organizational success.

The success of an organization is influenced by the individual performance of its employees, an organization will strive to improve the performance of its employees in the hope that the goals of the organization can be achieved. Thus, performance is important for the organization or company as well as from the employees themselves. Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their ability to achieve good work results, without good performance from all employees, then success in achieving good performance goals from all employees, then success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out today must be of higher quality than the implementation of past work, for the future time it is of higher quality than the present. An employee or employee will feel proud and satisfied with the achievements achieved based on the performance he provides for the organization. Good performance is a desirable state in the world of work. An employee will get good work performance if his performance is in accordance with standards, both quality and quantity.

To create the performance of the State Civil Apparatus to run effectively, it is not only encouraged by good motivation but there are several other factors that are also able to encourage to improve employee performance, including the existence of a good and organized leadership system so that it can manage the organization well. A leader must be a role model for all employees who work in an organization. A leader can play an important role in changes in the implementation of an organization. Leadership can be carried out well if a leader has competence, intelligence, leadership emotions. The leadership applied in the Riau Islands Provincial Secretariat is good but not optimal, this is because the leadership style used in the Riau Islands Provincial Secretariat adheres to the Bureaucratic Leadership system. There are several weaknesses of the leadership style applied in the Riau Islands Provincial Secretariat, namely the inability to respond to changes, often less flexible in dealing with rapid changes or challenges. Rigid structures can hinder adaptation to dynamic environments in decision-making. Because in decision-making, usually the leaders at the Riau Islands Provincial Secretariat hold a meeting and discuss the existing problems first, this will certainly take a lot of time so that it is not effective for problems that require quick action.

Another factor that affects an employee's performance besides leadership is work culture. Work culture is a set of key values, beliefs, and attitudes that are enforced among members of an organization. Work culture is a habit that is repeated by employees in an organization. This work culture needs to be known by leaders to make it easier for them to determine their attitudes, how they should act so that employees can be directed towards an attitude and behavior that will be useful to achieve organizational goals. The work culture at the Riau Islands Provincial Secretariat is actually good, but there are several employees who slightly damage the already good work culture. This is because there are several employees who still arrive late and do not enter the office without clear information. Of course, this will gradually

damage the existing work culture order and is feared to give a bad example to employees. And it is feared that it will make other employees become contaminated so they do the same thing.

When talking about the performance of an organization, the discipline factor of the members of the organization or employees is the most important thing because from this discipline will be able to create a good work result. And the spirit of discipline must absolutely be owned, instilled and nurtured by every state civil servant as a bureaucratic apparatus in the implementation of various daily routines, this is considering the close relationship between discipline in every activity carried out by each employee which has an impact on employee performance. In an effort to improve civil servant discipline, the government has also provided a policy with the issuance of a Government Regulation for civil servant discipline is regulated in Government Regulation number 94 of 2021 concerning civil servant discipline where it regulates employee working hours, Employee Working Hours for one week is 37.5 hours. This is intended so that employees work with discipline and are responsible for their work. The measure used in assessing whether the employee is disciplined or not, can be seen from the punctuality in work, dress etiquette, and the effective and efficient use of office facilities. Through high discipline, employee performance can basically be improved. Therefore, it is necessary to affirm work discipline to each employee in order to achieve optimal employee performance.

From the description above, it can be interpreted that there are still employees who have a low awareness of discipline, therefore a leadership is needed that can provide role models and motivation to employees at the Regional Secretariat of Riau Islands Province so that the level of employee discipline becomes better so that it will be able to improve the performance of employees. Therefore, from this situation and after combining these factors holistically and observing the phenomena that occurred, the author is interested in conducting a study with the title "**THE INFLUENCE OF BUREAUCRATIC LEADERSHIP STYLE, WORK CULTURE, AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL SECRETARIAT OF RIAU ISLANDS PROVINCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE** "

## **2. Literature Review**

### **2.1. Performance**

Kasmir (2016) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increasing individual performance is likely to also improve corporate performance because the two have a close relationship. Ambarita, Lie, Efendi, and Sisca (2018) Performance is an overview of the level of achievement in the implementation of a program, activity or policy in realizing the targets, goals, visions and missions of the organization as outlined through the strategic planning of an organization. Based on some of the definitions above, it can be synthesized that Performance is the result of work in quality and quantity achieved in realizing the targets, goals, visions and missions of the organization as outlined through the strategic planning of an organization.

### **2.2. Motivation**

P. and Hasibuan (2017) motivation comes from the Latin word *movere* which means encouragement or moving. Motivation in management is only shown in human resources in general and subordinates in particular. Sutrisno (2016) states that motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a supporting factor in a person's behavior According to Sujarwo and Wahjono (2017) defines motivation as energy in individuals that encourages them to do explicit exercises with explicit goals. From the opinions of experts, it can be concluded that motivation is the various efforts made by humans, of course, to meet their desires and needs. However, so that their wants and needs can be fulfilled is not easy to get without maximum effort. In fulfilling his needs, a person will behave according to the impulses he has and what underlies his behavior.

### **2.3. Bureaucratic Leadership Style**

According to Pasolong (2021), bureaucratic leadership style is the ability of a leader to manage his employees through applicable rules and use his influence to achieve organizational goals. According to

Mattayang in Kurniawati (2020), the bureaucratic leadership style is described as leadership based on policies and regulations. Basically, the bureaucratic leadership style is oriented towards regulations and systematically, Anwarudin in Arifin (2019) bureaucratic leadership is leadership based on superior and subordinate transactions where individuality is prioritized in organization, the characteristics commonly found in this leadership style are absolute superior authority, focus on work, strict supervision, clarity of organizational rules, anti-change and orientation to positions and power. Opinion The same thing was once stated by Purwanto, Yusraini, and Susilatri (2016), obedience to rules is the most recognizable sign of a leader who applies a bureaucratic leadership style

From the opinions of several experts, it can be concluded that the bureaucratic leadership style is a leadership style in which all activities in the organization are regulated by applicable rules. All layers of bureaucratic leadership are required to obey the rules, and leaders can sanction subordinates who have violated the rules

#### **2.4. Work culture**

Mangkuprawira (2018) stated that work culture is a value system that contains organizational ideals as an internal system and a social external system. According to Mangkunegara (2017), work culture is a set of assumptions or a system of beliefs, values or norms that are developed in an organization to be used as a behavioral guideline for its members in overcoming external adaptation and internal integration problems Dessler (2015). The main goal of work culture is to achieve organizational goals while meeting individual employee goals. Leaders support the implementation of work culture because it is expected to improve employee skills and productivity, although they must take into account the time required for training Based on some of the definitions above, it can be synthesized that work culture is one of the efforts to improve the quality of human resources in employee organizations, both new and already working need to follow work culture because of the work demands that can be changes due to changes in the work environment, strategies, and so on.

#### **2.5. Discipline**

Sutrisno, Edi in Ginting (2018) explained that work discipline is a person's behavior that is in accordance with existing rules and work procedures, or discipline is an attitude of behavior and changes that are in accordance with existing regulations in the organization, both written and unwritten. Wibisono and Yanti (2020) explained that discipline comes from the word discipline, which means behavior that is in accordance with applicable regulations and regulations that is carried out without coercion from other parties.

Afandi (2016) work discipline is a tool used by managers to change behavior as well as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. According to Dinda, Qomari, and Istanti (2021) discipline is a condition created through a training process that is developed into a series of behaviors in which there are elements of obedience, obedience, loyalty, order and all of it is done as a form of responsibility that aims to be self-aware. Sinambela (2018) then regulations are very necessary to create good order in the office where they work, because the discipline of an office or workplace is said to be good if some employees obey the existing regulations

From some of the descriptions above, it can be synthesized that discipline is a tool or means for an organization to maintain its existence. This is because with high discipline, the employees or employees will obey all existing regulations so that the implementation of work can be in accordance with the plan that has been determined.

#### **2.6. Relationship Between Variables**

##### **2.6.1. The Influence of Bureaucratic Leadership Style on Performance**

A leader is someone who has subordinates or followers for the purpose of his success, greatly influenced by the leadership he has. Meanwhile, leadership has been described by several experts as willing to work together to achieve certain goals. In a company, it basically expects maximum employee

performance, with a leadership style that is able to determine and influence employee performance. A leader has the task of encourage, influencing his employees to achieve the goals of the organization or company set previously, so it can be said that in leading must be involved in a person's ability to direct, influence, motivate others so that they want to carry out the tasks given to them well. The way a person leads greatly determines the quality of employee performance, so it can be said that employee performance depends on or is influenced by leadership style. Therefore, it is the leadership style that plays an active role in the success of the organization in organizing various activities, especially seen in the performance of its employees.

According to research that has been conducted by Fathoni, Indrayani, Indrawan, and Yanti (2021), Ghozali (2016), Potawari (2020), and Butarbutar and Satriawan (2021) states that leadership style affects employee performance.

H1: Bureaucratic Leadership Style has a direct effect on Employee Performance

### *2.6.2. The Influence of Work Culture on Performance*

Implementing work culture has a very deep meaning, because it will change the attitude and behavior of human resources to achieve higher work productivity in facing future challenges. The benefits that arise such as increased job satisfaction, closer associations, increased discipline, reduced functional supervision, reduced waste, decreased absenteeism, continued desire to learn, want to provide the best for the organization, and others.

Based on the view of the benefits of work culture, it can be drawn that the actual description of the benefits of work culture is to improve the quality of human resources, the quality of work products, the quantity of work products so that they are as expected. The shared value system in an organization determines the level of how employees carry out activities to achieve organizational goals (Robbins in Nancy, Adda, and Murad (2019)).

Research on the influence of work culture on performance was conducted by Pohan and Fitria (2021), the research was conducted at the Bantaeng Regency Education and Culture Office, the research resulted in a positive and significant effect on employee performance at the Bantaeng Regency Education and Culture Office. Research with the same theme was also carried out by Prayogi, Lesmana, and Siregar (2019) whose research results both showed that work culture affected the performance of North Makassar Primary Tax Service Office Employees, based on the research it can be concluded that work culture simultaneously affects the performance of civil servants significantly

H2: Work Culture has a direct effect on Employee Performance

### *2.6.3. The Effect of Discipline on Performance*

Work discipline is a step taken by workers to complete their duties and obligations within the given time and obey the regulations that have been made by the company and applicable social norms in accordance with these provisions. The implementation of work discipline is based on awareness of the creation of a harmonious condition between desire and reality. Work discipline is influential in employee performance, therefore the company must create harmonious working conditions between desire and reality. To create harmonious working conditions, harmony between employee obligations and rights must first be realized. So it can be concluded that discipline is an attitude of loyalty and obedience of a person or a group of people to regulations both written and unwritten, which is reflected in the form of behavior and deeds. Good discipline from employees will show that a company can maintain and maintain the loyalty and quality of its employees. This proves that employee discipline has an influence on employee performance.

According to research that has been conducted by Fathoni et al. (2021), Ramawati and Tridayanti (2020), Raymond, Siregar, Putri, Indrawan, and Simanjuntak (2023), Nurhayati and Wijayanti (2022), Fauzi (2021), Simanjuntak, Nadapdap, and Winarto (2017) and Aditia, Dharma, and Nur (2022) stated that work discipline affects employee performance.

H3: Discipline has a direct effect on Employee Performance

#### 2.6.4. *The Influence of Bureaucratic Leadership Style on Motivation*

Taber (2018) leadership and motivation are two different things, must have discipline in the context of work and human interaction, and leadership is a human factor that binds a group together and gives it motivation towards certain goals, both in the short and long term. This means that leadership and motivation have a strong bond/relationship.

This supports the theory of Wibisono and Yanti (2020) that in an organization subordinates work always depends on the leadership. If the leader does not have the ability to lead, then very complex tasks cannot be done properly. Leadership is defined as the ability to use influence and motivate individuals to achieve organizational goals. The ability to influence will determine the way employees use to achieve work results. This is based on the argument that a leader has authority in planning, directing, coordinating, and supervising employee behavior. Organizational leaders can influence behavior by creating organizational systems and processes that meet their needs, both individual needs, group needs and organizational needs.

This result is in line with research that has been conducted by (Saputra, 2019) which states that there is a positive influence and a significant influence between leadership style variables on motivation.

H4: Bureaucratic Leadership Style has a direct effect on Employee Motivation

#### 2.6.5. *The Influence of Work Culture on Motivation*

Work is a tangible form of values, beliefs and understandings embraced and can be a motivation to produce quality performance or work. This can be seen from how our attitude towards work and our behavior at work. Based on the theory of the work culture of the state apparatus, it is useful as a result of the evaluation which is used as input for the agencies concerned to continue to make continuous improvements in the implementation of the work culture development program of the state apparatus. The relationship between the values believed in and work as a form of actualization of his beliefs fosters motivation and accountability for his performance or work results, so that it is expected that the figure of a state apparatus is a professional, moral and responsible person who is a function of motivational values and a function of self-control.

This theory is in line with research conducted by Sherlie (2020) on the influence of work culture on motivation, the research resulted in a work culture simultaneously having a positive and significant effect on employee motivation at Sogo Sun Plaza Medan. The same research was also conducted by Shinta (2020) whose research results showed that work culture affects motivation, the study explained that there is a significant and positive influence between / work culture on the motivation of officers in the Batam mayor's office, the more good cultural works, the more good things will motivate officers in the Batam mayor's office.

H5: Work Culture has a direct effect on Employee Motivation

#### 2.6.6. *The Effect of Discipline on Motivation*

The results of the study confirm the existing theory, that discipline is very important for organizational growth, used mainly to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Positive disciplinary actions are in many situations, punishment motivates employees to change a In line with the research of Rosento Rst, Mohamad Amas Lahat, Isnurrini Hidayat Susilowati in Jurnal Akrib Juara Volume 4 Number 4 November 2019 Edition (178-193) with the title "The Influence of Work Discipline on Employee Motivation at Pt Trisentosa Adhirajasa Jakarta" the conclusion of the research is the result of a simple linear regression equation, namely:  $Y = a + bX$ ;  $Y = 18.224 + 0.598X$ ; This shows that  $a = 18.224$  means that if  $X = 0$  or without work discipline, then the employee's motivation is 18.224.  $b = 0.598$  means that if  $X$  increases by 1 number or every increase in work discipline by 1, it will increase Employee Motivation by 0.598. And this shows that there is a positive or unidirectional influence between Work Discipline on Employee Motivation at PT Trisentosa Adhirajasa Jakarta.

H6: Discipline has a direct effect on Employee Motivation

#### 2.6.7. *The Effect of Motivation on Performance*

Work motivation is the most important main energy for employees because motivation greatly affects employees' enthusiasm at work, the spirit of establishing good relationships with stakeholders, the enthusiasm in carrying out work, and even the personal enthusiasm of employees themselves in improving their personal lives. Work motivation is very influential in employee performance, therefore the company must provide motivation to its employees because if the company does not motivate its employees, they will not get the goals they want to achieve and will cause work results that are not optimal at work. The role of work motivation in employee performance can increase employee morale where employees will work optimally and like their work environment. A motivation is very important to achieve these goals because the motivation that employees have can make the employee can work well and can make employees to use more energy and mind in realizing the Company's goals. If this motivation need is met, there will be a sense of satisfaction and smoothness towards improving employee performance so that employees do not experience a decline in work.

According to research that has been conducted by Sugiyono (2021), Sumadhinata (2018); (Wardani & Riyanto, 2019), Willson and Hikmah (2020), and S. Sugiyono (2016), Suwaldiman and Rheina (2023), Primita and Rolanda (2024), and Rahman and Shanjabin (2022) stated that motivation affects employee performance.

H7: Motivation affects employee performance

#### 2.6.8. *The Influence of Bureaucratic Leadership Style on Performance Through Motivation*

According to Sulistiowati, Adisa, and Caturiani (2021), motivation is the driving force for employees to want and be willing to carry out various activities related to their responsibilities in the organization. Explain that work motivation can affect the improvement of employee performance by encouraging them to participate in activities related to their work such as training.

Motivation encourages employees to get achievements in the form of *rewards* , be it awards or promotions that can develop their careers. Every employee certainly has a standard of success that he or she wants to achieve, so employees will exert everything to achieve it. This standard of success is certainly supported by the training that he must undergo in developing his abilities in terms of knowledge and skills in order to develop his potential to achieve the company's goals professionally, both in quality and quantity.

Simultaneously, leadership, work motivation, and employee training have a relatively positive and significant effect on employee performance (Afnan, Wijaya, Kartono, & Wibowo, 2024; Monyei, Okeke, & Nwosu, 2021). So, the better the leadership, the higher the employee's motivation and the right training, the higher the employee's performance.

#### 2.6.9. *The Influence of Work Culture on Performance Through Motivation*

One of the work cultures is the individual competence of employees. The performance provided is a form of output that has been processed by employees and workers in the organization. With interaction or communication between employees and communication between employees and the public, it will foster a good work culture. Good performance is no longer an obligation but has become a habit or culture. Work Motivation is a power that arises from a desire or an impulse to achieve a desire that makes a person make a plan, make a concept, develop a strategy, and implement it through actions with high enthusiasm in order to achieve this desire.

Work motivation in public sector organizations is more directed to provide strength and encouragement in an employee who will affect the implementation of his duties and responsibilities for public services. Providing the right motivation to employees will result in optimal performance to serve the public. Research on the influence of work culture on performance through motivation was conducted by Sijabat (2024) on Employees of the Finance Section of Public Sector Organizations of the Tasikmalaya City Government, with the results of the study of Organizational Culture on Employee Performance through Positive Work Motivation with the influence of mediation coefficient 0.315.

The same research was also conducted by Supheni, Ivada, Novianti, and Wiwin (2023) at the Karanganyar Regency General Election Commission whose research results both showed that simultaneously had a positive and significant effect on work culture on performance through motivation, so that based on the study work motivation was proven to be able to mediate the relationship between work culture and performance.

#### 2.6.10. The Influence of Work Discipline on Performance Through Motivation

The success of achieving profits according to the business strategy plan is a manifestation of the existence of similar organizations or companies. Such existence depends heavily on the payment of wages or salaries and other motivations that are appropriate or worthy of the work performed by the labor force of its environment, not on the work it is ordered to do. The work that is ordered is not necessarily done, if the motivation to do it is low. One of the factors that has a huge influence on work motivation The psychological process that improves and directs behavior to achieve goals, appears as a necessity as well as a driver that can mobilize all potentials, both employees and other resources. On the other hand, in terms of being active, motivation appears to be a positive effort in mobilizing the power and potential of employees to productively achieve their goals.

The results of the study Lichauco (2022) that there is an influence of work discipline and supervision on improving employee performance at PT. Citra Robin Sarana Medan. This research has also been conducted by previous researchers, according to researchers (Sulistiowati et al., 2021; Uchinlayen, Sarker, & Saha, 2022) that Motivation affects lecturers' performance in research and community service.

### 2.7. Conceptual Framework

From the description of the literature review that contains the theories of the variable dimension to be researched, a conceptual framework is prepared that is used to find out the influence of the variables of Leadership, Work Culture, Work Discipline and Motivation on Employee Performance. For more clarity can be seen in the picture below:

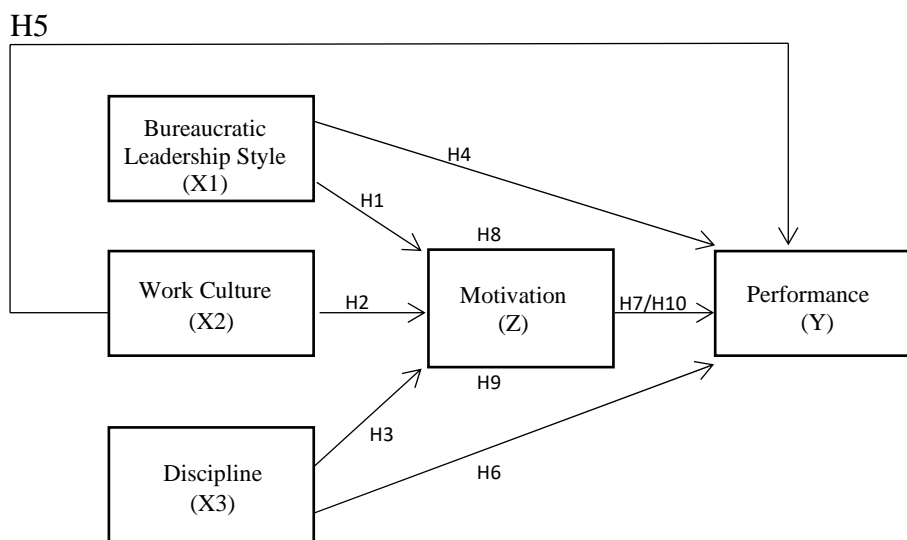


Figure 1. Research Conceptual Model

## 3. Research Methodology

### 3.1 Research Approach

The approach in this study is a quantitative approach at the Regional Secretariat of Riau Islands Province Based on this study, the target population is Employees at the Regional Secretariat of Riau Islands Province consisting of 8 (eight) Bureaus totaling 279 (two hundred and seventy nine) people.

The number of research samples obtained based on the Slovin formula was 165 respondents. The respondents in this study were dominated by 93 male respondents or 56.4% and for female respondents as many as 40 respondents or 43.6%. It is more clearly detailed in the following table:

Table 1. Respondent Profile

Number	Gender	Sum	percentage
1	Male	93	56,4
2	Woman	72	43,6
Total		165	100.0
Number	Frequency	Sum	Percentage
1	< 30 Years	24	14,5 %
2	30-40 Years	72	43,6 %
3	> 40 Years	69	41,9 %
Total		165	100.0
Number	Education	Sum	Percentage
1	S3	5	3,03 %
2	S2	28	16,97 %
3	S1	95	57,58 %
4	D3	20	12,12 %
5	SMA	17	10,30 %
Total		103	100,00%

### 3.2 Variable Definition and Measurement Scale

Table 2. Performance Variable Instrument Grid

Variable	Indicators	Statement Items	Scale
Performance Cashmere (2016:99)	1. Quality	1,2,3	Likert
	2. Quantity	4,5	
	3. Timeliness	6,7	
	4. Effectiveness	8,9,10	
	5. Independence	11,12	
	6. Responsibility	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Motivation P. and Hasibuan (2017)	1. Psychological needs.	1,2,3	Likert
	2. The need for a sense of security	4,5,6	
	3. Social needs	7,8,9	
	4. Self-esteem needs	10,11,12	
	5. The need for self-actualization	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Bureaucratic Leadership Style Pasolong (2021)	1. Openness	1,2,3	Likert
	2. Empathy	4,5,6	
	3. Supportive Attitude	7,8,9	
	4. Positive Attitude	10,11,12	
	5. Equality	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale

Work Culture Mangkuprawira (2018)	1. Dedication/loyalty 2. Responsibility 3. Cooperation 4. Discipline 5. Justice	1,2,3 4,5,6 7,8,9 10,11,12 13,14,15	Likert
Total		15	
Variable	Indicators	Statement Items	Scale
Work Discipline Sutrisno (2016)	1. Obey the rules of time. 2. Obey company regulations. 3. Obey the rules of conduct at work 4. Obedience to the norm	1,2,3,4 5,6,7,8 9,10,11 12,13,14,15	Likert
Total		15	

## 4. Result and Discussion

### 4.1. Results of Confirmatory Factor Analysis (CFA) Test

#### 4.1.1. Confirmatory Factor Analysis

Table 3. Regression Weights

Variables of Bureaucratic Leadership Style

			Estimate	S.E.	C.R.	P	Label
KB1	<---	LEADERSHIP	1,000				
KB2	<---	LEADERSHIP	,228	,073	3,106	,002	
KB3	<---	LEADERSHIP	,999	,046	21,604	***	
KB4	<---	LEADERSHIP	,985	,048	20,650	***	
KB5	<---	LEADERSHIP	,998	,043	23,167	***	
KB6	<---	LEADERSHIP	,943	,051	18,469	***	
KB7	<---	LEADERSHIP	,595	,063	9,521	***	
KB8	<---	LEADERSHIP	,631	,061	10,354	***	
KB9	<---	LEADERSHIP	,559	,062	9,027	***	
KB10	<---	LEADERSHIP	,993	,046	21,563	***	
KB11	<---	LEADERSHIP	,992	,048	20,805	***	
KB12	<---	LEADERSHIP	,992	,044	22,716	***	
KB13	<---	LEADERSHIP	,959	,052	18,549	***	

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on the variable indicators of Bureaucratic Leadership Style, both in the form of diagrams and in the form of tables, it is known that *the Standardized Regression Weight* for the 13 indicators is greater than 0.50 and the C.R. coefficient is greater than 2.00 and the probability value of the 13 indicators is less than 0.05 (\*\*\* means < 0.000). Thus it can be said that reviewed from the CFA, that all 13 indicators are strong to confirm the latent variables of Bureaucratic Leadership Style. For this reason, the 13 indicators can be included in further analysis.

Table 4. Regression Weights  
Work Culture Variables

			Estimate	S.E.	C.R.	P	Label
BK1	<---	CULTURE	1,000				
BK2	<---	CULTURE	,915	,046	19,949	***	par_1

			Estimate	S.E.	C.R.	P	Label
BK3	<---	CULTURE	,920	,044	20,953	***	par_2
BK4	<---	CULTURE	,944	,047	19,954	***	par_3
BK5	<---	CULTURE	,894	,046	19,269	***	par_4
BK6	<---	CULTURE	,692	,062	11,218	***	par_5
BK7	<---	CULTURE	<a href="#">,693</a>	,066	10,487	***	par_6
BK8	<---	CULTURE	,760	,059	12,959	***	par_7
BK9	<---	CULTURE	,753	,062	12,222	***	par_8
BK10	<---	CULTURE	,798	,059	13,460	***	par_9
BK11	<---	CULTURE	,641	,063	10,225	***	par_10
BK12	<---	CULTURE	,556	,058	9,610	***	par_11
BK13	<---	CULTURE	,629	,063	9,986	***	par_12

**Data source:** Output IBM SPSS AMOS 24 Report (2024)

Based on the results of the confirmatory factor analysis of the variable indicators of Work Culture, both in the form of diagrams and in the form of tables, it is known that the Standardized Regression Weight for the 13 indicators is greater than 0.50 and the C.R. coefficient is greater than 2.00 and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 13 indicators are strong to confirm the latent variables of Work Culture. For this reason, the 13 indicators can be included in further analysis.

Table 5. Regression Weights:  
Discipline Variables

			Estimate	S.E.	C.R.	P	Label
DIS1	<---	DISCIPLINE	1,000				
DIS2	<---	DISCIPLINE	1,574	,184	8,564	***	par_1
DIS3	<---	DISCIPLINE	1,396	,165	8,470	***	par_2
DIS4	<---	DISCIPLINE	1,765	,199	8,858	***	par_3
DIS5	<---	DISCIPLINE	1,708	,196	8,725	***	par_4
DIS6	<---	DISCIPLINE	,723	,138	5,236	***	par_5
DIS7	<---	DISCIPLINE	1,530	,185	8,278	***	par_6
DIS8	<---	DISCIPLINE	1,723	,199	8,647	***	par_7
DIS9	<---	DISCIPLINE	1,488	,184	8,079	***	par_8
DIS10	<---	DISCIPLINE	1,621	,189	8,563	***	par_9
DIS11	<---	DISCIPLINE	1,456	,171	8,502	***	par_10
DIS12	<---	DISCIPLINE	1,739	,197	8,810	***	par_11

**Data source:** Output IBM SPSS AMOS 24 Report (2024)

Table 6. Standardized Regression Weights:  
Discipline Variables

			Estimate
DIS1	<---	DISCIPLINE	,584
DIS2	<---	DISCIPLINE	,894
DIS3	<---	DISCIPLINE	,878
DIS4	<---	DISCIPLINE	,950
DIS5	<---	DISCIPLINE	,922
DIS6	<---	DISCIPLINE	,453
DIS7	<---	DISCIPLINE	,842
DIS8	<---	DISCIPLINE	,908

	Estimate
DIS9 <--- DISCIPLINE	,808
DIS10 <--- DISCIPLINE	,893
DIS11 <--- DISCIPLINE	,883
DIS12 <--- DISCIPLINE	,941

**Data source:** Output IBM SPSS AMOS 24 Report (2024)

Based on the results of the confirmatory factor analysis of the Discipline variable indicators, both in the form of diagrams and in the form of tables, it is known that the Standardized Regression Weight for the 12 indicators is greater than 0.50 and the C.R. coefficient is greater than 2.00 and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 12 indicators are strong to confirm the Discipline variable. For this reason, the 12 indicators can be included in further analysis.

Table 7. Regression Weights:  
Motivation Variables

	Estimate	S.E.	C.R.	P	Label
MOT1 <--- MOTIVATION	1,000				
MOT2 <--- MOTIVATION	1,004	,036	27,891	***	par_1
MOT3 <--- MOTIVATION	,173	,067	2,592	,010	par_2
MOT4 <--- MOTIVATION	,877	,039	22,496	***	par_3
MOT5 <--- MOTIVATION	,934	,045	20,717	***	par_4
MOT6 <--- MOTIVATION	,936	,037	25,454	***	par_5
MOT7 <--- MOTIVATION	,727	,053	13,748	***	par_6
MOT8 <--- MOTIVATION	,748	,055	13,520	***	par_7
MOT9 <--- MOTIVATION	,195	,049	4,021	***	par_8
MOT10 <--- MOTIVATION	,997	,036	27,495	***	par_9
MOT11 <--- MOTIVATION	,998	,036	27,665	***	par_10
MOT12 <--- MOTIVATION	,923	,038	24,245	***	par_11

**Data source:** Output IBM SPSS AMOS 24 Report (2024)

Based on the results of the analysis of confirmatory factors on the indicators of the Motivation variable, both in the form of diagrams and in the form of tables. It is known that the Standardized Regression Weight for the 12 indicators is greater than 0.50 and the C.R. coefficient is greater than 2.00 and the probability value of the 12 indicators is less than 0.05. Thus it can be said that reviewed from the CFA, that the 12 indicators are powerful for defining the latent variable of Motivation. For this reason, the 12 indicators can be included in further analysis.

Table 8. Regression Weights:  
Performance Variables

	Estimate	S.E.	C.R.	P	Label
KIN1 <--- PERFORMANCE	1,000				
KIN2 <--- PERFORMANCE	1,387	,145	9,574	***	par_1
KIN3 <--- PERFORMANCE	1,453	,148	9,798	***	par_2
KIN4 <--- PERFORMANCE	1,315	,137	9,580	***	par_3
KIN5 <--- PERFORMANCE	1,351	,140	9,682	***	par_4
KIN6 <--- PERFORMANCE	1,177	,130	9,028	***	par_5
KIN7 <--- PERFORMANCE	1,433	,148	9,670	***	par_6
KIN8 <--- PERFORMANCE	1,504	,153	9,815	***	par_7
KIN9 <--- PERFORMANCE	1,335	,139	9,585	***	par_8
KIN10 <--- PERFORMANCE	,104	,077	1,339	***	par_9

		Estimate	S.E.	C.R.	P	Label
KIN11	<--- PERFORMANCE	1,384	,143	9,648	***	par_10
KIN12	<--- PERFORMANCE	1,204	,131	9,162	***	par_11

**Data source:** *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on performance variable indicators, both in the form of diagrams and in the form of tables. It is known that the Standardized Regression Weight for the 12 indicators is greater than 0.50 and the C.R. coefficient is greater than 2.00 and the probability value of the 12 indicators is less than 0.05. Thus it can be said that judging from the CFA, the 12 indicators are powerful for defining the Performance variables. For this reason, the 12 indicators can be included in further analysis.

#### 4.1.2. Hypothesis Influence Analysis

In accordance with the purpose of the research to determine the influence of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance coupled with the hypothesis formulated in Chapter II, the data analysis was carried out using the Structural Equation Modelling (SEM) which is a set of statistical techniques that allow testing a series of relatively complex relationships simultaneously (Ferdinand, 2016). The hypotheses tested are:

1. Hypothesis 1 (H1): Bureaucratic Leadership Style Affects Employee Performance in the Riau Islands Provincial Secretariat.
2. Hypothesis 2 (H2): Work Culture Affects Employee Performance at the Riau Islands Provincial Secretariat.
3. Hypothesis 3 (H3): Discipline affects employee performance at the Riau Islands Provincial Secretariat.
4. Hypothesis 4 (H4): Bureaucratic Leadership Style Affects Employee Motivation in the Riau Islands Provincial Secretariat.
5. Hypothesis 5 (H5) : Work Culture Affects Employee Motivation in the Riau Islands Provincial Secretariat.
6. Hypothesis 6 (H3): Discipline affects employee motivation at the Riau Islands Provincial Secretariat.
7. Hypothesis 7 (H6) : Bureaucratic Leadership Style Indirectly Affects Performance through Motivation of Riau Islands Provincial Secretariat Employees.
8. Hypothesis 8 (H8) : Work Culture Indirectly Affects Performance through Motivation of Employees of the Riau Islands Provincial Secretariat.
9. Hypothesis 9 (H9): Discipline Affects Performance Indirectly through the Motivation of Employees of the Riau Islands Provincial Secretariat.
10. Hypothesis 9 (H10) : Motivation affects employee performance at the Riau Islands Provincial Secretariat,

Referring to this hypothesis, a model of relationships between variables was developed as shown in Figure 4.9 below.

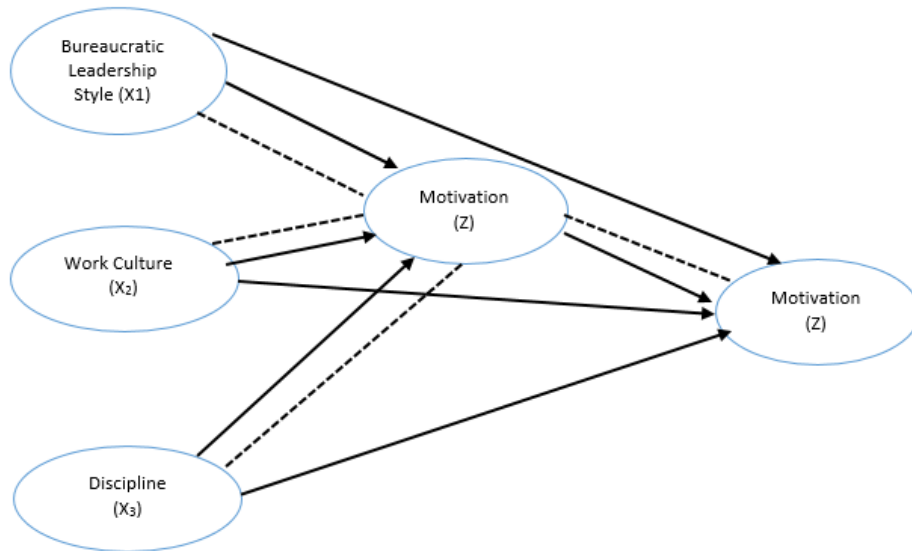


Figure 2. Variable Causality Model of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance

From Figure 2 above, a model of the structural equation can be made as follows:

- H1 :  $Y = \gamma_{y.x1} X1 + e1$  ,  $\rightarrow$  Direct Effects X1 on Y,  
H2 :  $Y = \gamma_{y.x2} X2 + e1$  ,  $\rightarrow$  Direct Effects X2 on Y,  
H3 :  $Y = \gamma_{y.x3} X3 + e1$  ,  $\rightarrow$  Direct Effects X3 on Y,  
H4 :  $Z = \gamma_{z.x1} X1 + e2$  ,  $\rightarrow$  Direct Effects X1 on Z,  
H5 :  $Z = \gamma_{z.x2} X2 + e2$  ,  $\rightarrow$  Direct Effects X2 on Z,  
H6 :  $Z = \gamma_{z.x3} X3 + e2$  ,  $\rightarrow$  Direct Effects X3 on Z,  
H7 :  $Z = \beta_{zy} Y1 + e2$  ,  $\rightarrow$  Direct Effects Z on Y

The model in Figure 2 is then equipped with the relationship of each latent variable with its indicator/question item, so that a more complete path diagram model can be displayed as shown in Figure 3 below:

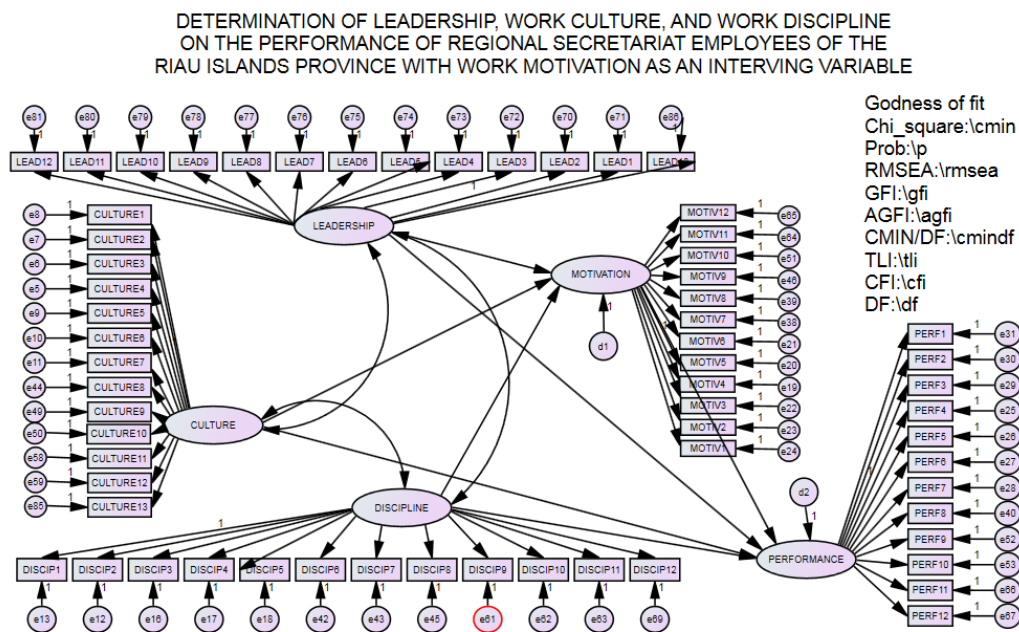
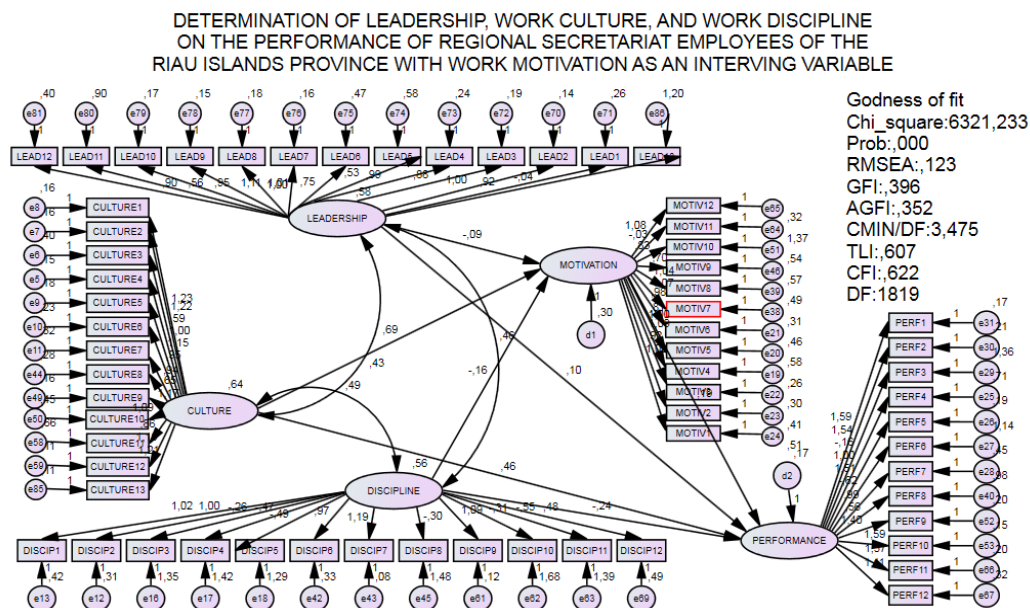


Figure 3. Full Variable Model of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance  
Data Source: *output of IBM SPSS AMOS 24 Report (2024).*

Referring to the figure above, it can be seen that the number of indicators for each Variable Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance The respondents' answer scores for each of these indicators are presented in Appendix 8. The respondents' answer scores in Appendix 8 were processed with Full Model Structural Equation Modelling (SEM) statistics using AMOS for windows software version 24.0 until a graph display such as and *Regression Weights* results were obtained as shown in Appendix 13.

From the results of data processing in Appendix 13 (continued), Full *Model Structural Equation Modelling* (SEM) analysis of the data in Appendix 14 was carried out. For analysis purposes, first of all, the results of Structural Equation Modelling (SEM) processing are displayed.



Data Source: *output of IBM SPSS AMOS 24 Report (2024).*

Figure 4. Model Regression Coefficient Variables of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance.

Based on the figure above, an analysis of the measurement model with lamda parameters, structural model analysis, determination analysis, *Goodness of fit* for the influence of Bureaucratic Leadership Style Variables, Work Culture, Discipline, Motivation and Performance can be carried out.

#### 1. Measurement Model Testing Analysis with Lamda Parameters ( $\lambda_i$ )

The Parameter test carried out is the Lamda Parameter ( $\lambda$ ). This test is aimed at finding out the validity of each research indicator. For the testing of the lamda parameter ( $\lambda_i$ ) standardized estimate (regression weight) value in the form of a loading factor is used. If the value of *standardized estimate (regression weight)* ( $\lambda_i > 0.50$ , the CR value  $> t_{table} = 2.000$ , and the Probability  $< \lambda = 0,05$  the *loading factor* of the lamda parameter ( $\lambda_i$ ) of the indicator is declared significant (Ferdinand, Agusty, 2015:97). This means that the indicator is valid. For the purpose of testing the lamda parameters, the following Table 4.16 is displayed which contains the *loading factor/lamda* ( $\lambda_i$ ) CR, Probability (P).

#### 2. Analysis of Structural Equation Models

Structural Equations of Variables of Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance.

- H1 :  $Y = \gamma_{y.x1} X1 + e1$  ,  $\rightarrow$  directly determines (Direct Effects) X1 to Y,  
H2 :  $Y = \gamma_{y.x2} X2 + e1$  ,  $\rightarrow$  directly determining (Direct Effects) X2 to Y,  
H3 :  $Y = \gamma_{y.x3} X3 + e1$  ,  $\rightarrow$  directly determining (Direct Effects) X3 to Y,  
H4 :  $Z = \gamma_{z.x1} X1 + e2$  ,  $\rightarrow$  directly determines (Direct Effects) X1 to Z,  
H5 :  $Z = \gamma_{z.x2} X2 + e2$  ,  $\rightarrow$  directly determining (Direct Effects) X2 against Z,  
H6 :  $Z = \gamma_{z.x3} X3 + e2$  ,  $\rightarrow$  directly determining (Direct Effects) X3 to Z,  
H7 :  $Z = \beta_{z.y} Y1 + e2$  ,  $\rightarrow$  determines the direct effects of Z on Y.

The partial model test was carried out using regression coefficients for the variables Bureaucratic Leadership Style, Work Culture, Discipline, Motivation and Performance through the output table from the *view/set* sub menu. Based on the results of the *regression weight* calculation, an output table can be made as presented in Table 4.21 below.

Table 9. *Standardized Regression*  
Variables of Bureaucratic Leadership Style, Work Culture, Discipline,  
Motivation and Performance

		Estimate	S.E.	C.R.	P	Label
MOTIVATION	<--- CULTURE	,269	,065	4,130	***	par_13
MOTIVATION	<--- DISCIPLINE	,416	,074	5,598	***	par_14
MOTIVATION	<--- LEADERSHIP	1,654	,591	2,801	,005	par_52
PERFORMANC E	<--- CULTURE	,105	,049	1,132	,053	par_15
PERFORMANC E	<--- DISCIPLINE	,298	,059	5,032	***	par_16
PERFORMANC E	<--- MOTIVATION	,692	,067	10,293	***	par_17
PERFORMANC E	<--- LEADERSHIP	,943	,372	2,536	,011	par_53

Data Source: *output of IBM SPSS AMOS 24 Report (2024).*

The influence of the Bureaucratic Leadership Style variable on the Performance variable has a *standardized estimate (regression weight)* of .372 with Cr (*Critical ratio* = identical to the t-count value) of 2.536 and *probability* = 0.011. The CR value of 2.536 > 2.000 and Probability = 0.011 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the latent variable of Performance is **significant**.

The influence of the Work Culture variable on the Performance variable has a *standardized estimate (regression weight)* of 0.049 with Cr (*Critical ratio* = identical to the t-count value) of 1.132 at *probability* = 0.53, CR value of 1.132 < 2.000 and Probability = 0.053 > 0.05 indicating that the influence of the Work Culture variable on the Performance variable is **insignificant**.

The influence of the Discipline variable on the Performance variable has a *standardized estimate (regression weight)* of 0.059 with Cr (*Critical ratio* = identical to the t-count value) of 5.032 at *probability* = \*\*\*. The value of CR = 5.032 > 2.000 and Probability = \*\*\* < 0.05 indicates that the influence of the Discipline variable on the Performance variable is **significant**.

The influence of the Bureaucratic Leadership Style variable on the Motivation variable has a *standardized estimate (regression weight)* of 0.591 with Cr (*Critical ratio* = identical to the t-count value) of 2.801 at *probability* = .005. The values of CR = 2.801 > 2.000 and Probability = 0.005 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the motivation variable is

**significant.**

The influence of the Work Culture variable on the work motivation variable has a *standardized estimate (regression weight)* of 0.065, with Cr (*Critical ratio* = identical to the t-count value) of 4.130 at *probability* = \*\*\*. The CR value of 4.130 > 2.000 and Probability = \*\*\* < 0.05 shows that the influence of the latent variable of Work Culture on the variable of Work Motivation is **significant**.

The influence of the Discipline variable on the Work Motivation variable has a *standardized estimate (regression weight)* of 0.074 with Cr (*Critical ratio* = identical to the t-count value) of 5.598 at *probability* = \*\*\*. The CR value of 5.598 > 2.000 and Probability = \*\*\* < 0.05 shows that the influence of the Discipline variable on the work motivation variable is **significant**.

The influence of the Motivation variable on the Performance variable has a *standardized estimate (regression weight)* of 0.067, with Cr (*Critical ratio* = identical to the t-calculated value) of 10.293 at *probability* = \*\*\*. The value of 10.293 > 2.000 and Probability = \*\*\* < 0.05 indicates that the influence of the Motivation variable on the Performance variable is **significant**.

The results of testing the hypothesis of the indirect influence of Bureaucratic Leadership Style on Performance through Motivation as an intervening variable using the Sobel test Calculator can be presented in the following table:

## 5. Conclusion and Suggestion

### 5.1 Conclusion

The results of the findings of data analysis in the discussion and testing of the hypothesis, can be concluded as follows:

1. The influence of the Bureaucratic Leadership Style variable on the Performance variable has a *standardized estimate (regression weight)* of .372 with Cr (*Critical ratio* = identical to the t-count value) of 2.536 and *probability* = 0.011. The CR value of 2.536 > 2.000 and Probability = 0.011 < 0.05 indicate that the influence of the Bureaucratic Leadership Style variable on the latent variable of Performance is **significant**.
2. The influence of the Work Culture variable on the Performance variable has a *standardized estimate (regression weight)* of 0.049 with Cr (*Critical ratio* = identical to the t-count value) of 1.132 at *probability* = 0.53, CR value of 1.132 < 2.000 and Probability = 0.053 > 0.05 indicating that the influence of the Work Culture variable on the Performance variable is **not significant**.
3. The influence of the Discipline variable on the Performance variable has a *standardized estimate (regression weight)* of 0.059 with Cr (*Critical ratio* = identical to the t-count value) of 5.032 at *probability* = \*\*\*. CR Value = 5.032 > 2.000 and Probability = \*\*\* < 0.05 indicates that the influence of the Discipline variable on the Performance variable is **significant**.
4. The influence of the Bureaucratic Leadership Style variable on the Motivation variable has a *standardized estimate (regression weight)* of 0.591 with Cr (*Critical ratio* = identical to the t-count value) of 2.801 at *probability* = .005. The value of CR = 2.801 > 2.000 and Probability = 0.005 < 0.05 shows that the influence of the Bureaucratic Leadership Style variable on the motivation variable is **significant**.
5. The influence of the Work Culture variable on the work motivation variable has a *standardized estimate (regression weight)* of 0.065, with Cr (*Critical ratio* = identical to the t-count value) of 4.130 at *probability* = \*\*\*. The CR value of 4.130 > 2.000 and Probability = \*\*\* < 0.05 shows that the influence of the latent variable of Work Culture on the variable of Work Motivation is **significant**.
6. The influence of the Discipline variable on the Work Motivation variable has a *standardized estimate (regression weight)* of 0.074 with Cr (*Critical ratio* = identical to the t-count value) of 5.598 at *probability* = \*\*\*. The CR value of 5.598 > 2.000 and Probability = \*\*\* < 0.05 shows that the influence of the Discipline variable on the work motivation variable is **significant**.
7. The influence of the Motivation variable on the Performance variable has a *standardized estimate (regression weight)* of 0.067, with Cr (*Critical ratio* = identical to the t-calculated value) of 10.293

- at *probability* = \*\*\*. The value of  $10.293 > 2.000$  and *Probability* = \*\*\* < 0.05 indicates that the influence of the Motivation variable on the Performance variable is **significant**.
8. The Influence of Bureaucratic Leadership Style on Performance through Motivation has a value of *Two Tailed Probability* = 1.0 greater than 0.05, so it can be concluded that the influence of Digital Transformation on Effectiveness through Motivation is **significant**.
  9. The influence of Work Culture on Performance through Motivation has a value of *Two Tailed Probability* = 0.04321236 less than 0.05, this means that the influence of Work Culture on Performance Through Motivation is **significant**.
  10. The influence of Discipline on Performance through Motivation has a value of *Two Tailed Probability* = 1.0 greater than 0.05, so it can be concluded that the influence of Discipline on Performance through Motivation is **significant**.

## 5.2 Implication

The implications of this study can be stated as follows.

1. Theoretical implications  
Theoretically, employee motivation will involve aspects of Bureaucratic Leadership Style, Work Culture and Discipline in the development of the concept of studying its substance in improving employee performance. Besides that, there are a number of other variables that have not been researched that can be developed, including, Work Environment, Team Work, work attitude, competence and so on but also supporting substance in improving employee performance.
2. Implications of practice  
Based on the conclusion that has been stated, there is a relationship between Bureaucratic Leadership Style, Work Culture and Discipline to employee performance. This proves that Bureaucratic Leadership Style, Work Culture and Discipline are one of the factors that determine Employee Performance.
3. Methodological implications  
Causality is the principle of cause and effect whose knowledge and knowledge which can be automatically known without the need for knowledge and the intermediary of other sciences; that every event acquires certainty and necessity and the specificities of its existence due to something or various other things that precede it, are things that are accepted without doubt and do not require rebuttal. Other research studies with similar models are expected to use more credible causal data.

## 5.3 Suggestion

Based on the conclusions from the results of the study mentioned above, in accordance with the objectives of this study, the following suggestions are suggested:

1. Suggestions for Bureaucratic Leadership Style need to be improved, including that leaders should be approachable by employees so that there is no longer a distance between employees and leaders. This can be done by holding a sharing discussion that can be done once a month so that employees feel supported by the leadership. In addition, the leadership should strictly control the work of employees, this is done so that employees feel cared for by the leadership.
2. To improve the work culture of employees, it is necessary to make standard Operating Procedures (SOPs) in working with clear rules that will make the work culture of employees better. In addition, it is necessary to hold training for employees so that they can always upgrade their knowledge and skills.
3. To improve employee discipline, it is necessary to give rewards to employees whose level of discipline is high, preferably by giving punishment to undisciplined employees. Another thing that is no less important is that applying the principle of discipline must be evenly distributed to all ranks of existing employees without any exceptions and must be fair. To carry out all of this, the leadership is expected to have good supervision in improving employee discipline.
4. To increase employee motivation, there are several improvements that must be made, including giving awards and praise to outstanding employees, providing a sense of security at work, providing freedom in socialization, providing the need for self-esteem security and applying a sense of openness between colleagues and leaders as well as establishing fraternal relationships between each

- colleague, so that the responsibilities and work carried out can be in accordance with the target or can exceed the set target.
5. To optimize the performance of employees, it is necessary to make several improvements, including the leadership is expected to always be able to routinely motivate employees because motivation is one of the things that makes employees more enthusiastic at work. In addition, it is necessary to have a special space for employees to pour out new ideas and ideas in completing existing work but must be in accordance with existing regulations.
  6. For future research, it is recommended to examine other variables that affect performance, such as leadership, compensation, employee trust in leadership and on different objects that may have an influence on employee performance.

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