



The Influence of Discipline, Motivation, and Leadership Style on the Performance of Employees of Perumda Tirta Benteng Tangerang City

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Abstract. This Study aims to determine and analyze the influence of work discipline, work motivation, and leadership style on the performance of Perumda Tirta Benteng Tangerang City employees. This research includes quantitative research because the Approach used for research proposals, processes, hypotheses, going to the field, data analysis, data conclusions to writing uses aspects of measurement, calculation, formulas, and numerical data certainty. The subjects of the Study were employees of Perumda Tirta Benteng Tangerang City. In this study, the population and sample were all Perumda Tirta Benteng Tangerang City employees, which amounted to 134. The data were analyzed using multiple linear regression formulas. The results showed that work discipline, Motivation, and leadership style did not significantly affect the performance of Perumda Tirta Benteng Tangerang City employees. Simultaneously, work discipline, work motivation, and leadership style have a significant effect on the performance of employees of Perumda Tirta Benteng Tangerang City. Through this design, it is hoped that it can be easier to trace and measure various indicators related to the studied variables.

Keywords: Discipline · Motivation · Leadership · Performance

1 Introduction

Changes in the direction of national development policies and the development of digital transformation today must be anticipated by all employees of Perumda Tirta Benteng Tangerang City correctly and quickly. Proper anticipation of all kinds of changes will give birth to a conducive climate because all Perumda Tirta Benteng Tangerang City employees can already be by the progress of the times. If this has been achieved, then the pace of development and development of Perumda Tirta Benteng Tangerang City will go well, and the goal of Perumda Tirta Benteng Tangerang City will be well achieved.

Based on this fact, Perumda Tirta Benteng Tangerang City has an enormous responsibility to foster and improve the performance of its employees. This company must be able to improve its employees' performance so that they can think about, plan and implement development by utilizing the existing potential.

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One thing that needs to be noted is that Perumda Tirta Benteng Tangerang City's performance is much related to its employees' performance. In other words, the performance of Perumda Tirta Benteng Tangerang City can, of course, be improved by improving the performance of its employees well. It means that the performance of Perumda Tirta Benteng Tangerang City employees needs to be considered because it will be related to many of the company's overall performances. Based on the author's cursory observations, the improvement of the performance of employees of Perumda Tirta Benteng Tangerang City becomes significant and urgent to be implemented because:

- a. The level of discipline of employees has not shown the expected results.
- b. The effectiveness of time in carrying out tasks is felt to be still lacking, and this can be seen from the fact that there are still employees who procrastinate work. The existing work accumulates and affects the quality of their work, ultimately hindering service to the service user.
- c. Many employees still do not understand, understand and carry out their primary duties and functions.
- d. A less conducive work climate where there is still ego and lack of cooperation between parts, lack of togetherness and familiarity between employees.

Today, the globalization of production and sales shows that the level of competition is getting higher, meaning more and more demands for improvement, reducing costs, increasing employee productivity, and doing better, cheaper things. For employees worldwide, the human resources function is crucial in helping companies achieve strategic goals [7].

2 Literature Review

2.1 Discipline

Alex S. NitiseMITO (2006: 199) posits: "... Discipline is more appropriate if it is interpreted as an attitude, behavior, and actions that are by the company's regulations both written and unwritten" [1].

Then Moenir (2005: 181) gave the term discipline: "Discipline made to create conditions in an orderly, efficient and successful work environment through an appropriate regulatory system [2]."

Contrary to the description above, it can be argued that efforts to discipline employees are essential and substantial, so this needs to receive the serious attention of every organization leader. Therefore, the good factor is a mirror for all parties in an organization.

The factors that affect work discipline, namely as follows:

- a. Basically, in terms of discipline, whatever the object is, there are 3 (three) factors that function to cultivate and further maintain the field: awareness, exemplary, and the existence of regulatory observance (law enforcement) [2].

- b. From the overhead view, it can be stated that two factors affect implementing discipline: factors from within (internal) and outside (external). Internal factors are strongly influenced by the attitude of an employee's behavior which is a process of feeling (emotion) and thought processing (ratio) to what is seen, known, heard, or felt. According to the author, this depends on age, maturity, level of education, experience, satisfaction, economic conditions, beliefs, and others. Meanwhile, external factors depend on environmental conditions, culture/culture, moral rules, and norms that apply within the organization. External factors are initially carried out with a feeling of compulsion, but over time it will become a habit because of the sense of awareness of each employee.

In any organization/company, what is desired is a type of discipline that arises from oneself based on willingness and awareness. Nevertheless, in reality, it always states that discipline is more due to outside coercion. Thus, if an organization wants to enforce discipline so that employees arrive on time, it should be sought for leaders to arrive on time. Especially the leaders who are directly in contact with employees. Based on such an example, it is hoped that employees will be more disciplined, not just afraid of punishment, but because they are reluctant or reluctant to their leaders who always come on time. It is time to establish a discipline in an organization, that is, to enter in time and instruct each head of the task force to come a quarter of an hour before starting work. This method turned out to have a positive effect on discipline. For this reason, the words "ing ngarso sing tulodo, ing madya mangu karso".

2.2 Motivation

In leadership, work motivation is a source of driving closely related to work productivity and culture accompanied by work values in the organization. The leader must be able to encourage his members to carry out tasks, and it is necessary to master the ability to motivate.

The notion of motive and Motivation can be distinguished. Motive is an impulse in a person to do something, both in movement and speech. In comparison, Motivation is the follow-up of motives, namely actions or activities, whether in the form of address, actions, or behaviors in specific ways that a person does [4].

[16]'s thoughts on the human need for Motivation are a substantial contribution to the world of science. The theory of Motivation is rooted in needs arranged based on the priority of the forces of conditions that the human being has. [16] spoke of a situation where when the needs of the lower levels have been met, the human being tends to do something at a higher level is to meet higher requirements. In human life, Motivation can appear in two ways, namely:

1. Motivation arises because it is made, namely the activity to do something for others to motivate workers or employees.
2. Pure Motivation that arises in him are factors that encourage a person to do something which is an activity from within him is needed and can influence others to behave or move in the expected direction.

The relationship between the two methods above is very close so that it can form Motivation, namely the power to move people. Providing Motivation means making sure people move in the desired direction so that they want to do or move something. While the goal of Motivation is to achieve a sense of belonging to the plan by ensuring the wants and needs of the organization or individual are in balance and conformity. Motivation is a process or phenomenon that encourages the human being to act or do something in a certain way according to needs or goals [3]. In general, the definition and process of Motivation have several similarities that are characteristic of motivational symptoms, namely:

1. What forces drive a person's behavior? This concept is based on the repulsion of the synergistic influences of a person or individual, which encourages them to carry out certain activities or behaviors.
2. What directs and channels the behavior of the human being? This concept is oriented towards achieving one's goals; the behavior of individuals is controlled and channeled towards achieving specific goals.
3. How can the behavior be directed? This concept is based on a system consisting of the synergy contained in the individual human being, which exists in his environment and is the intensity of the impulse and directing the energy and synergy of the individual and can hinder/decrease the power of the Motivation contained in a person [4].

Motivating is a management process in which people's behavior is influenced based on knowledge of what causes people to do something [13]. It is said that Motivation is one of the crucial determinants for the display of employee performance because Motivation is a potential force that exists in a human being that can be developed by himself or developed by several outside pressures, which in essence range around monetary and nonmonetary rewards, which can affect his performance results positively or negatively, which depends on the situation and conditions faced by the person concerned [13].

Motivation in leadership dramatically affects the relationship between superiors and subordinates and other factors that affect the duties of a leader. One of its influences is a feeling of tranquillity, which creates harmonious relationships in the framework of achieving predetermined goals. Harmonious relations and good cooperation will give rise to forces that influence each other between leaders and subordinates, as well as between subordinates and peers, between leaders and higher leaders. The encouragement and strength from within a person can have a destructive impact on the organization's activities if not controlled by the knowledge possessed by someone, whether a leader or an employee; each party depends on others. What needs to be urgently sought is to create cooperation so that all of them work enthusiastically for the organization.

One of the functions of a leader is to direct the behavior of his subordinates to match the expectations of the leadership and staff in achieving goals. Steers [3] posits three elements of the motivational process that can be described as Fig. 1.

Expert opinions, such as Luthans [3], describe the process in Fig. 2.

Based on the two images, each element can be explained as follows:

1. Needs (needs) is a state of deficiency possessed by a person that arises due to physical and non-physical / psychic imbalances.

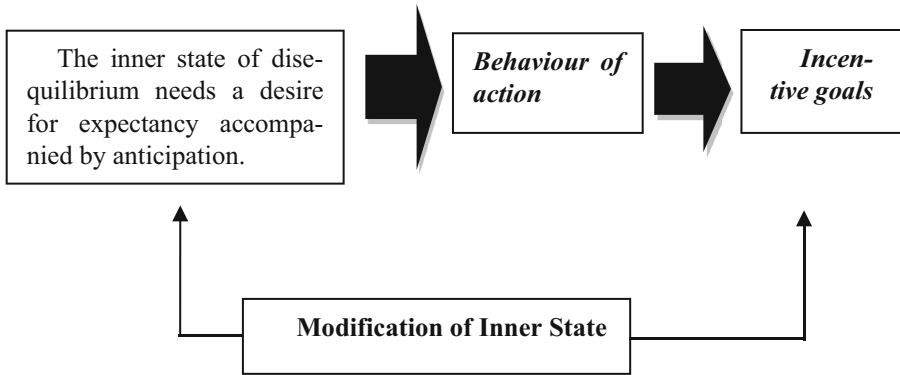


Fig. 1. The Three Elements of the Motivational Process That Exist in Man

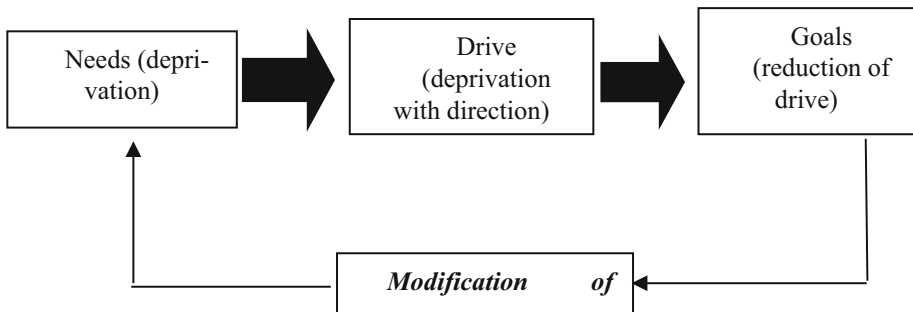


Fig. 2. Luthans Motivation Process

2. Drive (encouragement) is a state of deprivation that exists in man accompanied by the presence of direction. This impulse is oriented towards action to achieve the goal.
3. Goals are meant to meet needs and reduce the impulses that arise within a person. The achievement of goals will restore balance within a person.
4. Modification of needs is a process of feedback from Motivation. After the achievement of the goal, changes will reappear. Such is the process of continuing as long as man lives, for the need will always be present in every living human being.

Theoretically, the motivation process is simple and easy to understand, but human life is unpredictable and complex. It appears that human beings have various needs and expectations, both individual and group or organizational, but if you examine the source of their needs from individual humans.

2.3 Leadership

There are many limitations regarding leadership; in general, leadership is the nature of a leader in carrying out the role of a leader. In leadership, work motivation is a source of driving related to work productivity and culture accompanied by work values in the

organization. The leader must be able to encourage his members to carry out tasks, and it is necessary to master the ability to motivate.

If a person is appointed leader, then in himself it can be ensured to have the ability to lead. Leadership is the ability that exists in a leader to influence, mobilize, direct and motivate others to achieve his goals.

On this occasion, assessed that a good leader is a leader who is in line with the work system, environment, and interaction so that he can control his subordinates by following the goals that have been set [3].

On this side, what was stated by [8] regarding the effectiveness of the leader associated with his leadership style appears [8]. The theory he put forward is known as the theory of the three-dimensional leadership style. The theory of [8] regarding three-dimensional leadership style provides a complete picture of its application; not only is the practical and ineffective leadership style analyzed in theory but also provides the leadership style that exists between the two, namely the basic style that establishes how a leader behaves as measured by how much Task Orientation and Relationship Orientation (which is used in carrying out its duties). This is reinforced by opinion that the specific stimulus received by the leadership and the response to the trigger can be seen as effective and ineffective [12].

[8] raises four things regarding an effective leadership style:

a. Executive Leadership Style

Namely, the leadership style tends to use the integration style in situations that want it to be so. A leader who applies this style is called a good motivator, uses appropriate participation, coordinates effectively, and uses the ability of teamwork in every decision-making.

b. Wise Autocrat Style

It is a leadership style that tends to use bureaucracy in every situation that requires such behavior. Leaders with such a style pay great attention to the quality and quantity of their work, initiative, and energy, a solid commitment to results, and paying great attention to the cost sector used.

c. Coach Style

It is a style of leadership that tends to use relationships in situations that require it. The leader will maintain good communication, deeply understand subordinates, provide practical support and cooperation in work, and trust subordinates.

d. Bureaucrat style

This leader tends to use a different style in certain situations. Such leaders strictly obey the existing rules, are rational, have self-control and treat subordinates fairly.

Meanwhile, according to [8], ineffective leadership styles are:

a. Compromising style

It is a leadership model that tends to use a style of integration in situations that do not want to be so. This kind of leader overuses participation; his leadership is weak, untrustworthy, hesitant, and ambiguous in making decisions.

b. Autocratic Style

It is a leadership style that tends to use dedication in situations that do not want to be so. Such a leader model likes to criticize and threaten, demands obedience to his subordinates, one-way communication, and is feared but not liked by subordinates.

c. Missionary Style

It is a style that tends to use the relationship style in situations that do not want to be so. A well-behaved leader avoids conflicts, is playful, depends on subordinates, and pays little attention to work results.

d. Escape Style

- e. Leader tends to use a different style in situations they do not want. They are leaders who work with minimal results and are often discouraged, avoiding involvement directly, being narrow-minded, and uncommunicative.

The other side of [8] also explained the basic style, which later developed into an effective leadership style, as follows:

a. Integrative style

It is an essential style with task orientation and relationship orientation above average, where the leader gains authority from the measured ideals and goals of the organization, integrates individuals with the organization, elevates participation with power that is not much different, and prioritizes common goals and responsibilities.

b. Dedication Style

It is an essential style with an above-average task orientation and relationship orientation, where the leader is aggressive and full of confidence, determines tasks and responsibilities individually, does not depend on subordinates, and uses punishments and rewards and supervision to implement work.

c. Relationship Style

it is an essential style with a task orientation and a below-average relationship orientation, where the leadership prioritizes the human factor, emphasizes the development of human resources, is silent and keeps a low profile, is friendly, and prioritizes a safe and relaxed atmosphere.

d. Separate Styles

It is a basic style with a task orientation and a below-average relationship orientation. The leader is conscientious in carrying out tasks, enjoys office work, sticks to the principles that apply, and is calm and straightforward.

Finally, the author concludes, based on the experts' opinions above, that leadership is a person's ability to influence, direct and motivate a person, group, or organization to be willing to follow and obey what has become a provision to achieve common goals.

2.4 Performance

Experts give many restrictions regarding performance terms. They all have somewhat different visions, but in principle, they agree that performance leads to an effective performance to achieve better work performance.

[17] defines performance as formally defined as the quantity and quality of the achievement of tasks, whether performed by individuals, groups, or organizations. In contrast to the above opinion, Robbins (1994: 237) defines performance as measuring the results. It asks, "Did you get the job done?" [6].

The performance appraisal system will work both when the formal objectives of the organization use performance appraisals consistent with the purposes of the assessment, including the appraiser and the assessee. According to [12] there are five popular performance appraisal criteria used with the definition of performance level:

1. Poor: Performance below minimum expectations and goals, as shown by comparing the results achieved during the assessment with the purposes set first.
2. Medium: The employee meets most of the minimum work expectations set for the individual.
3. Good: Satisfactory performance, having met essential requirements and achieving results that are considered reasonable and can be achieved by any employee with this length of service, experience, and training.
4. Excellent: Performance is above average, and achievements and results have exceeded expectations for a capable employee with the same work period, experience, and training.
5. Very Good: Excellent performance in all aspects. Usually through the expectations set for all and goals.

Performance evaluation measures work performance. The primary purpose of the evaluation is to inform the management to make decisions in formulating and implementing strategies [14]. It states that there are three main evaluation activities, including the following:

- a. Research strategies formulation, whether the formulation of strategies is based on the results of internal and external environmental analysis or strategies formulated subjectively by top management.
- b. Comparing work plans with (actual) performance
- c. Making corrections for improved formulation and implementation [14].

From the various definitions put forward, it can be said that performance is an achievement achieved by a person in carrying out his tasks or work by the standards and work criteria established for the job.

According to experts, performance appraisals can be carried out by various parties, namely:

1. Immediate superior. The assessment of the immediate superior of his subordinates is the most widely implemented method in an organization. However, many organizations also feel that the review contains defects because direct seniors are reluctant to determine their subordinates' careers [5].
2. Co-workers. It is one of the most reliable sources of assessment data because the interaction causes colleagues to thoroughly know an employee's performance. Assessments from co-workers are often helpful for assessing the performance of professional employees such as nurses, lawyers, and professors [8, 9]. The weakness of these appraisers is that co-workers are unwilling to judge each other, and the results can be due to prejudice or friendly relations [5].
3. Yourself. Self-assessment tends to reduce the effectiveness of employees regarding the assessment process. The weakness of the way of self-assessment is that the results of a wildly exaggerated assessment and the effects of self-assessment with judgment by superiors are often unsuitable [5]. This assessment method is helpful as a part of performance counseling or feedback from superiors to subordinates, so it is more beneficial for development, not evaluative purposes [5, 8].
4. Direct subordinates. Evaluation of direct subsidiaries can provide precise and detailed information about a manager's behavior because the assessee has close contact with the assessee. The weakness of this way is the fear of subordinates towards retribution from the assessed superior [5].
5. 360-degree assessment. It is a comprehensive performance assessment from all directions so that an employee gets feedback from various sources, namely from direct superiors, colleagues, subordinates, self-assessment, and internal and external customers [8, 9].

The performance of employees in the Perumda Tirta Benteng Tangerang City environment is the extent of the employees' success in completing the work that has become their task by the established size. A job can be said to be successful if:

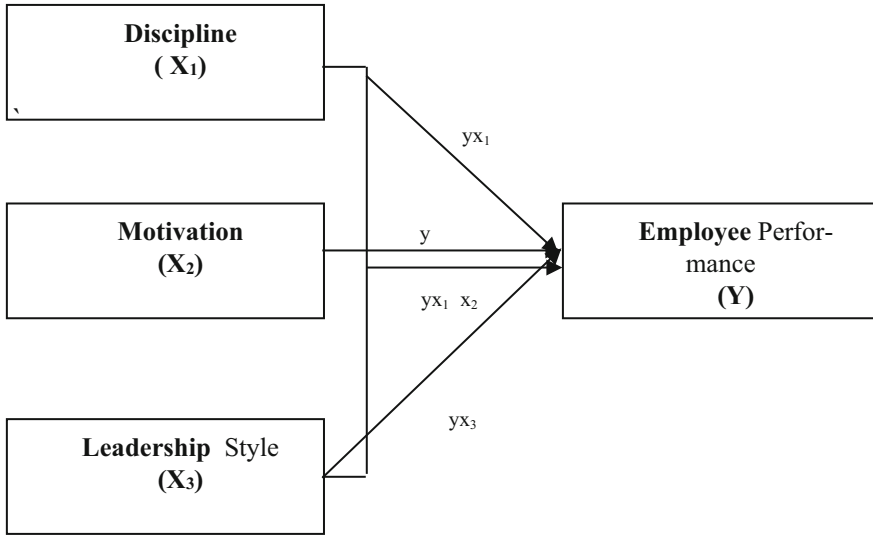


Fig. 3. The Thinking Framework Based on the Literature Review of the Four Research Variables

1. The result can be achieved according to a predetermined schedule
2. The available budget can be used optimally;
3. Achievement of goals by those that have been set;
4. There is solid and controlled teamwork;
5. There is a harmony of support from related parties

This means that the performance assessment does not only include measuring the results of employee work; it must also contain an overview of how employees perform their duties, as well as a comparison of the effects of these tasks with predetermined standards. From the various definitions stated above, the author concludes that performance is an achievement achieved by a person in carrying out his duties or work by following established standards and criteria.

2.5 Frame of Mind

Based on the literature review of the four research variables above, namely: Disciplinary Variables, Motivation variables, Leadership Style variables, and Employee Performance variables, the thinking framework used in this study can be described as Fig. 3.

Information:

- The magnitude of the influence of the variable x_1 on y
- The importance of the power of the variable x_2 on y
- The importance of the power of the variable x_3 on y
- The extent of the influence of variables $x_1, x_2,$ and x_3 on y

2.6 Research Hypothesis

After studying the theoretical foundations and thinking framework as previously described, the hypotheses proposed in this Study are:

H₁: Discipline positively affects the performance of employees in Perumda Tirta Benteng Tangerang City.

H₂: Motivation positively affects the performance of employees in Perumda Tirta Benteng Tangerang City.

H₃: The leadership style positively affects the performance of employees, Perumda Tirta Benteng Tangerang City.

H₄: Discipline, Motivation, and leadership style simultaneously positively affect the performance of employees in Perumda Tirta Benteng Tangerang City.

3 Methodology

The design of this study is an analysis related to the purpose of the Study to determine the relationship of a variable to other variables, namely discipline, Motivation, and leadership style to employee performance at the Tirta Benteng Drinking Water Area Public Company, Tangerang City. Through this design, it is hoped that it can be easier to trace and measure various indicators related to the studied variables.

This type of research is explanatory research because this Study intends to explain the influence/relationship between free variables and bound variables.

The variables in the Study consisted of three free variables, namely discipline as a variable (X₁), Motivational a variable (X₂), Leadership Style as a variable (X₃), and one non-free variable, namely Employee Performance as a variable (Y).

This type of research will try to describe the actual situation in the field regarding a symptom or phenomenon based on statistically collected data so that a tendency is found based on the numbers used to describe the real problem.

This research is quantification research using the survey method, and this research will be used to analyze the research “ The Influence of Discipline, Motivation and Leadership Style on the Performance of Employees Perumda Tirta Benteng Tangerang City. “

3.1 Population

The population is the whole subject of the Study [10]. In this study, what is meant by population is all employees who are officially registered with Perumda Tirta Benteng Tangerang City. The affordable population is a minimum of high school education. Based on the latest data obtained, the total number of employees is 160 people who have different traits or characteristics from each other. The Study’s target population consisted of Managers, Assistant Managers, and Staff, as many as 134 people.

3.2 Sample

The sample is a portion or representative of the population studied [10]. Furthermore, posits that a model is a part of a population taken through specific means with specific, clear, and complete characteristics considered representative of the people [11].

The greater the number of samples approaching the population, the smaller the chance of generalization errors, and vice versa, the smaller the number of models staying away from the people, the greater the generalization errors [15].

In this study, the authors took a sample of all Perumda Tirta Benteng Tangerang City employees, namely 134.

3.3 Research Instruments

Research instruments are tools that researchers use in collecting data—research instruments used in research in the form of questionnaires. A questionnaire is several written questions used to obtain information from respondents [10].

The questionnaire is compiled and developed based on the description of the existing theory through question items regarding the characteristics of respondents and statements about the variables to be studied. To reveal the variables to be reviewed, the compiled questionnaire is adjusted to the research sub-variables and variable indicators that will be determined based on theoretical concepts so that the number of statements in the questionnaire is by the number of existing variables indicators.

To obtain data on competency, work motivation, and leadership styles through questionnaires using the Likert Scale.

3.4 Data Analysis Methods

Data analysis is used to determine whether or not there is an influence between free and non-free variables. Data analysis is an activity after data from all respondents or other data sources are collected.

Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, doing to answer problem formulations, and conducting calculations testing hypotheses that have been carried out [10].

Research description and multiple linear regression methods were used to analyze the research problem.

4 Research Results

Testing the validity of instruments is used with the help of the Microsoft Excel 2007 program by utilizing the correlation formula Product Moment by Person [10]. To view the results of the validity test conducted, each variable with the help of Microsoft Excel 2007 with a significant level of 0.01 or $r\text{-table} = 0.230$. The validity test results of the variables discipline, Motivation, leadership style, and employee performance were carried out using the product moment correlation formula.

Based on the results of data processing, it is known that the values of the correlation coefficient for the validity test instrument of the disciplinary variable (X_1) obtained the number 0.275 – 0.669 or the average more significant than the r-table number 0.230, as many as 9 grains are said to be valid, and 1 grain is said to be invalid.

The values of the correlation coefficient from the results of the validity test for the motivation variable, then it is known that the importance of the correlation coefficient for the validity test instrument motivation variable (X_2), obtained the numbers 0.303 – 0.520 or an average more significant than the r-table number 0.230 and all instruments of 10 grains are said to be valid. The values of the correlation coefficient from the results of the validity test for the leadership style variable, it is known that the importance of the correlation coefficient for the leadership style variable instrument validity test (X_3), the numbers 0.363 – 0.539 or an average more significant than the r-table number 0.230, and all 10-item instruments are said to be valid.

The values of the correlation coefficient from the results of the validity test for employee performance variables, it can be seen that the importance of the correlation coefficient for the employee performance variable instrument validity test (Y) obtained the numbers 0.294 – 0.626 or an average more significant than the r-table number 0.230, as many as 7 grains are said to be valid. As many as three items are said to be invalid.

This reliability test is only carried out against valid items obtained through validity tests. Reliability or level of reliability, accuracy, and consistency is the ability of research instruments to collect data consistently from groups of individuals. Reliability testing was carried out with internal consistency with a split half technique which was analyzed by the Spearman-Brown formula [15].

Based on the processed questionnaire questions, the results were obtained that as many as nine disciplinary questionnaire questions were reliable with a significant 66.9%, the motivational questionnaire was dedicated with a significant 52%, the leadership style questionnaire was reliable with a significant 52.6%, the employee performance questionnaire is reliable with a significant 62.6%.

The average value of the variable variables of discipline, work Motivation, leadership style, and employee performance with a total of 134 respondents that the performance level of employees Perumda Tirta Benteng Tangerang City has an average score of 4.08 (High Category). Thus, it can be concluded that the performance of employees who work in Perumda Tirta Benteng Tangerang City is included in the high category.

The level of discipline in Perumda Tirta Benteng Tangerang City has an average score of 4.03 (High Category). Thus, it can be concluded that the field possessed by Perumda Tirta Benteng Tangerang City is included in the high category.

The motivation variable in Perumda Tirta Benteng Tangerang City has an average score of 4.06 (High Category). Thus, it can be concluded that the motivations possessed by Perumda Tirta Benteng Tangerang City are included in the strong category.

The variable leadership style in Perumda Tirta Benteng Tangerang City has an average score of 3.97 (High Category). Thus, it can be concluded that the leadership style of Perumda Tirta Benteng Tangerang City employees is included in the high category.

The author calculated a regression analysis to analyze the influence of discipline, Motivation, and leadership style on the performance of Perumda Tirta Benteng

Tangerang City. To analyze one-by-one free variables using simple regression analysis and three free variables simultaneously using multiple regression analysis.

The value of t in the t -student table with a free degree of 132 at a confidence level of $1 - 99\%$ or an error rate = 1% is 2.617. Since the absolute value of $t_{\text{hat}} = 0.224$ and the absolute value of $t_b = 99.936$ are more significant than the value of t -student ($DB = 132, = 0.01$) = 2.617. It can be concluded that both coefficients a and b are statistically significant at a confidence level of 99% or an error rate of 1% . This means showing an influence between discipline and employee performance and vice versa. a

The value of t in the t -student table with a complimentary degree of 132 at a confidence level of $1 - 99\%$ or an error rate = 1% is 2.617. Since the absolute value of $t_{\text{hat}} = 0.4984$ and the total value of $t_b = 173.3198$ are more significant than the value of t -student ($DB = 132, = 0.01$) = 2.617; it can be concluded that both coefficients a and b are statistically significant at a confidence level of 99% or an error rate of 1% . This means that it influences Motivation and employee performance and vice versa. a

The value of t in the t -student table with a free degree of 132 at a confidence level of $1 - 99\%$ or an error rate = 1% is 2.617. Since the absolute value of $t_{\text{hat}} = 0.548393$ and the absolute value of $t_b = 164.5403$ are more significant than the value of t -student ($DB = 132, = 0.01$) = 2.617. It can be concluded that both coefficients a and b are statistically significant at a confidence level of 99% or an error rate of 1% . This means showing an influence between leadership style and employee performance and vice versa. a

The test results statistically show that the regression coefficient of motivation and leadership style is significant because the $F_{\text{calculated}}$ is more excellent than table F . While the coefficient of regression of discipline is insignificant because F_{counts} are smaller than the F of the table. This shows that motivation and leadership style affect the performance of employees of drinking water companies and vice versa. Nevertheless, discipline does not affect employee performance; and the contrary, employee performance has no impact on the field in the company.

Furthermore, based on manual calculations with Doolittle logarithms, the regression equation of the Study is;

$$Y = 2.8255 + (-0.0500) X_1 + 0.0554 X_2 + 0.9513 X_3 \quad (1)$$

Based on the regression equation above, it can be explained.

1. With a constant value (b_0) of 2.8255, it states that the employee performance value will remain at 2.8255 even though the variables of free Discipline, Motivation, and Leadership Style do not exist (0).
2. The value of b_1 is -0.0500 , and this means that it shows that there is a negative and insignificant influence of the discipline variable on employee performance by -0.0500 ; if the value is negative, it means that if there is a decrease in the discipline of -0.0500 , then employee performance will be reduced by -0.0500 .
3. The value of b_2 of 0.0554 shows a positive and significant influence of Motivation on employee performance of 0.0554; if Motivation increases by 0.0554, then employee performance will also increase by the same amount, namely 0.0554.
4. The value of b_3 is 0.9513; this means that it shows a positive and significant influence of the leadership style variable on employee performance by -0.9513 ; if the leadership

style increases by 0.9513, then employee performance will also increase by the same amount, namely 0.9513.

Research regression equation $Y = 2.8255 + (-0.0500) X_1 + 0.0554 X_2 + 0.9513 X_3$, Explaining that a decrease in the discipline of -0.0500 will decrease the employee's employment rate by -0.0500 also vice versa motivation of 0.0554 will increase employee performance by 0.0554 . An increase of 0.9513 in leadership style will increase employee performance by 0.9513 , and increase leadership style variables by 0.9513 will improve the performance of Perumda Tirta Benteng Tangerang City.

5 Conclusion

Based on the analysis and discussion, it can be concluded that the magnitude of the influence of Discipline on Employee Work is not influential; based on the results of this study, it can be concluded that the research hypothesis states that the existence of discipline does not affect Employee Performance. The magnitude of the influence of Work Motivation on Employee Performance has a positive impact even though the level of relationship is low, and based on the results of this analysis; it can be concluded that the hypothesis of this Study states that the influence of work motivation on work motivation on employee performance is proven. The magnitude of the effect of Leadership Style on Employee Work is very close and high, based on this Study's results. It can be concluded that the research hypothesis that states the influence of Leadership Style on Employee Performance is proven. The contribution (contribution) of the value shows that discipline, work motivation, and leadership style are very influential on employee performance; other factors that are not included in the research concept can influence.

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