

The Influence Of Leadership Style, Discipline, And Motivation On The Performance Of Civil Servants In The Army Headquarters

Ulung Dimas

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
ulungdimas@mm.unjani.ac.id

Moch. Vrans Romi

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
mvrans@mn.unjani.ac.id

Abstract

Civil servants (PNS) in military organizations play a vital role in national security. They fulfill their primary duties in accordance with their assigned class and position. TNI civil servants are essential for the execution of TNI duties, serving as a necessary complement to TNI soldiers. The collaboration between military personnel and PNS is crucial for the successful fulfillment of official responsibilities. Nevertheless, preliminary observations and interviews conducted revealed a decline in the performance of public workers from 2018 to 2021. This decline can be attributed to factors such as civil servants breaching disciplinary standards and experiencing poor levels of employee morale. The objective of this study is to analyze the impact of leadership style, work discipline, and work motivation on the performance of civil servants at the TNI-AD Headquarters. This study employed quantitative research methodologies and focused on government servants at the TNI-AD Headquarters. The sample size consisted of 90 respondents, selected using a simple random sampling procedure. The data was analyzed using SPSS 25, which included conducting validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using T-tests and F-tests. The findings indicate that leadership style, work discipline, and work motivation exert a favorable and substantial impact on the performance of PNS Indonesian Army Headquarters.

Keywords: Leadership Style, Work Discipline, Work Motivation, Performance

I. INTRODUCTION

The Indonesian National Army (TNI) is a military organization comprising soldiers whose principal responsibility is the defense of the nation. However, there are also civil servants (PNS) who work alongside military personnel to form an integrated unit. These civil servants are responsible for carrying out military tasks and managing the demands of professional work in order to achieve future objectives. In order to ensure equality within the organization, efforts are made to enhance civil servant work discipline and leadership motivation. This is crucial in improving performance and supporting the military's main tasks in the future.

One of the most frequently encountered issues at Army Headquarters is the subpar performance of civil servants in their duties. The results of interviews

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conducted by the Press Section (SPERSAD) indicate a decline in the performance of civil officials from 2018 to 2021. This is due to the persistence of issues such as the presence of multiple civil servants who breach discipline and a lack of enthusiasm in their work, resulting in a reduction in their performance. The discrepancy between the optimal working conditions for civil servants at the Army Headquarters and the actual situation in the field is noteworthy and warrants further investigation.

Prayudi (2020) posits in his study publication that a pivotal factor in optimizing employee performance is a leader who demonstrates the capacity to influence subordinates and actively engage them in attaining goals through the deployment of an efficacious leadership style. From a military standpoint, the objective of leadership is to establish highly efficient units that are well-structured, adequately equipped, and thoroughly trained to efficiently complete tasks within a limited timeframe, while minimizing resource utilization, energy expenditure, costs, equipment requirements, and sacrifices (Nizan and Sofwan, 2017).

In addition to leadership style, work discipline is another factor that may influence performance. For both the individual (workforce) and the business, discipline holds significant importance. However, the author's observations indicate that there are frequent instances of civil servants breaching work discipline in the field. These include chronic tardiness, ineffective time management resulting in incomplete tasks, disregard for designated rest periods, and unauthorized absences during working hours.

The motivation of employees plays a significant role in the enhancement of their performance, alongside the style of leadership and the level of discipline within the workplace. Motivation is the mechanism through which an individual's actions are stimulated, guided, and maintained in order to accomplish objectives. Inadequate work motivation has the potential to significantly impact the ability of civil officials to fulfill their key responsibilities. It is therefore essential to prioritise leadership efforts in order to effectively motivate civil servants and enhance their performance in their professional roles.

As evidenced by Putri's (2018) research on leadership style, an effective leadership approach can have a substantial and advantageous impact on performance outcomes. However, Noviyanti, Shofyan, and Evanita (2019) reached the opposite conclusion, namely that leadership style has no effect on performance. Moreover, the study conducted by Syahrani et al. (2022) indicates that work discipline has a favorable and substantial impact on performance. Furthermore, with regard to work motivation, it exerts a beneficial and substantial impact on performance (Handayani et al., 2019). Moreover, Bastari, Eliyana, and Wijayanti (2020) posit that the combination of leadership style, work discipline, and work motivation has a favorable and substantial impact on performance.

The researcher's analysis of the existing literature reveals that certain theories are pertinent to the discussed issues, and the presented data is comprehensive and

comprehensible. However, a limitation lies in the scarcity of reference sources utilized, necessitating a re-evaluation in light of additional research. Based on the aforementioned facts, the researcher plans to conduct a study titled "The Impact of Leadership Style, Discipline, and Motivation on the Performance of Civil Servants at TNI AD Headquarters.

II. LITERATURE REVIEW

II.1 Human Resource Management

Human resources are widely regarded as one of the most valuable assets a company or government body can possess. Humans consistently assume an influential and commanding position in all organizational endeavors, serving as strategists, participants, and catalysts in achieving the goals of organizations or government agencies. In order to reach their goals, every firm must ensure their continued existence in the competitive business landscape. It is insufficient to rely on advanced technology and infrastructure alone; organizations must also have a dependable workforce to support their operations. Nankervis (2020) defines human resource management (HR) as the strategic management of employees, encompassing various aspects such as staffing, performance management, executive compensation systems, human resource development, rewards, and career development programs.

II.2 Leadership Style

In any organization, the presence of a leader is of paramount importance in all decision-making processes and the formulation of policies, regulations, and procedures based on their own thoughts. According to Setiana (2019), leadership is an innate capacity possessed by a leader, which is influenced by a multitude of internal and external circumstances. According to Riva'I in Hermaan (2021), leadership indicators propose that a leader must demonstrate maturity in implementing their leadership within their agency or organization. Leadership is categorized into five indicators: fostering cooperation and relationships, effective abilities, participatory abilities, delegating tasks or time, and delegating tasks or authority.

II.3 Work Discipline

Discipline is a mechanism that is utilized to rectify employee behaviors with the objective of enhancing their performance and ensuring adherence to established norms. Snell and Morris (2019) define discipline as a mechanism employed to rectify and mold employee behaviors with the aim of enhancing their performance and ensuring adherence to established standards. As outlined by Discenza and Smith in Syahrani et al. (2022), the key indicators of work discipline include adherence to regulations, compliance with official instructions, adherence to working hours, adherence to the uniform dress code, adherence to the proper use and maintenance of office facilities, and consistently following established procedures.

II.4 Work Motivation

Motivation is the cognitive process that stimulates and guides goal-oriented activity within an organization. The concept of motivation is inherently elusive, as it lacks tangible manifestations and cannot be directly perceived or comprehended in others. Instead, one must deduce or infer motivation from the observable actions and conduct of an individual. However, it is crucial for a leader to comprehend the process of motivation in order to effectively steer subordinates towards reaching corporate objectives. In their 2020 publication, Kinicky and Williams present a definition of motivation as "the psychological process that stimulates and guides individuals' actions towards specific goals." They identify four primary viewpoints that provide distinct explanations regarding how to stimulate employees. These are content theory, process theory, job design, and reinforcement theory. The motivation indicators in this study are based on Maslow's Hierarchy of Needs motivation theory, specifically the physiological need, safety need, social need, esteem need, and self-actualization need.

II.5 Performance

The role of human resources as the primary determinant is of paramount importance, as it directly influences the achievement of a company. The significance of human resources necessitates that firms select individuals who demonstrate exceptional performance in order to fulfill their assigned obligations within the organization. As stated by Nankervis et al. (2020), employee performance refers to the level of efficiency and effectiveness exhibited by employees in their individual and collective job endeavors. Hasibuan (quoted in Kuswati, 2020) identified several performance metrics, namely quantity, quality, productivity, timeliness, and effectiveness. In light of the aforementioned literature review, the following framework can be proposed for description.

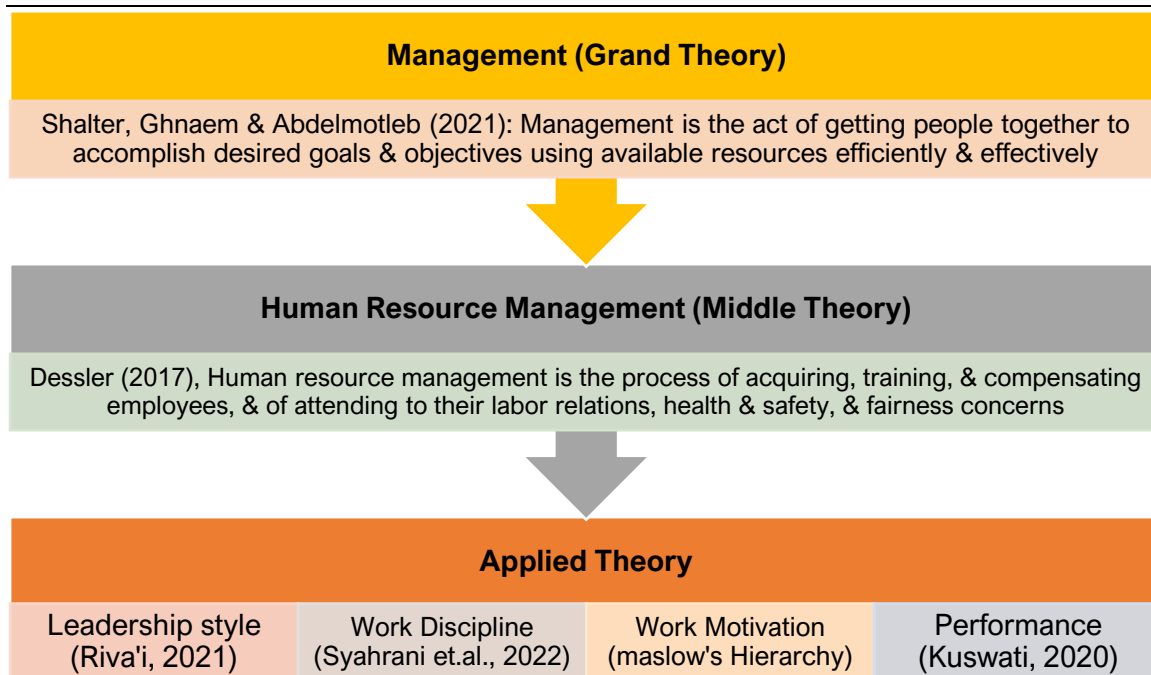


Figure 1. Theoretical Thinking

II.6 Effect of Leadership Style on Performance

Previous research indicates that leadership style affects performance (Putri, 2018; Bukit, Yamali & Ananda, 2019; Handayani et al, 2019; Agustin, 2020; Atikah & Qomariah, 2020; Prayudi, 2020). The results of these studies permit the formulation of the following research hypothesis:

H1: Leadership style has a positive effect on the performance of civil servants at the Army Headquarters.

II.7 Effect of Work Discipline on Performance

Previous research indicates that work discipline affects performance (Bukit, Yamali & Ananda, 2019; Permana et al., 2019). The results of these studies provide a basis for formulating the following research hypothesis:

H2: Work discipline has a positive effect on the performance of civil servants at TNI AD Headquarters.

II.8 Effect of Work Motivation on Performance

Prior research indicates that work motivation influences performance (Bukit, Yamali & Ananda, 2019; Handayani et al., 2019; Noviyanti, Shofyan & Evanita, 2019; Permana et al., 2019; Atikah & Qomariah, 2020; Bastari, Eliyana & Wijayanti, 2020). In light of the findings presented in the aforementioned studies, a research hypothesis can be formulated as follows:

H3: Work motivation has a positive effect on the performance of civil servants at the TNI AD headquarters.

II.9 Effect of Leadership Style, Work Discipline, and Work Motivation on Performance

Previous research indicates that leadership style and work motivation can influence performance (Bastari, Eliyana & Wijayanti, 2020; Megawati, Hamdat & Aida, 2022). Additionally, other factors, such as leadership style and work discipline, can also affect performance (Efendi & Hardiyanto, 2021). Meanwhile, according to Bukit, Yamali, and Ananda (2019) and Permana et al. (2019), leadership style, work discipline, and work motivation are all simultaneously associated with performance. Based on the results of this study, the research hypothesis can be formulated as follows:

H4: Leadership Style, Discipline, and Motivation Simultaneously Affect the Performance of Civil Servants at TNI AD Headquarters.

The following research model is based on the relationship between phenomena, a literature review, and previous research.

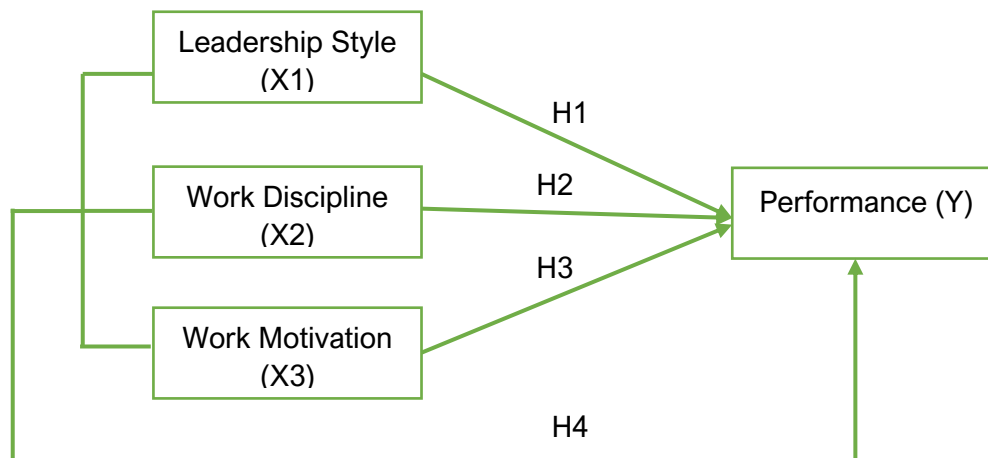


Figure 2. Research Paradigm

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

III.1 Research Design

This study employed a quantitative approach utilizing a survey design. The survey concept was implemented through the dissemination of questionnaires. The study focused on civil servants employed at the Army Headquarters.

III.2 Population and Sample

Furthermore, when selecting samples, researchers conducted a study on civil workers at the Army Headquarters, taking into account time and energy constraints that precluded the possibility of selecting a larger sample. The sample size was determined based on the Slovin formula. A total of 90 respondents were selected, with the expectation that the findings of the hypothesis test will accurately represent the

population of this study. The sampling technique employed in this study is simple random sampling, wherein all elements within the population are taken into account and each element has an equal probability of being chosen as a subject.

III.3 Data Collection Techniques and Instrument Development

Furthermore, data sources were obtained through two methods: primary sources, which entailed field studies, and secondary sources, which included books, journals, and other pertinent reading materials for this research. Additionally, the data gathering methods employed in this study included the use of questionnaires, interviews, and observations.

III.4 Data Analysis Technique

Subsequently, the acquired data is analyzed using statistical testing, facilitated by the SPSS application. The statistical data results are used to ascertain the presence of any influence between the variables in question. Survey design involves the quantitative description of trends, behaviors, or attitudes within a population by analyzing a representative sample.

IV. RESULT AND DISCUSSION

IV.1 Descriptive Analysis

Table 1. Results of Questionnaire Distribution of Leadership Style Variables

| No | Statement | Alternative Answer | | | | | Average |
|----|---|--------------------|---|---|----|----|---------|
| | | SD | D | I | A | SA | |
| 1 | My leaders are adept at fostering collaboration and positive relationships with their subordinates while ensuring that each individual fulfills their assigned obligations. | 0 | 0 | 4 | 57 | 29 | 4,28 |
| 2 | My leader is adept at instilling motivation and confidence in subordinates, facilitating the successful completion of assigned tasks. | 0 | 0 | 4 | 47 | 39 | 4,39 |
| 3 | My superior is capable of achieving results that exceed the limits of his or her own abilities. | 0 | 0 | 2 | 61 | 27 | 4,28 |
| 4 | My leader is able to successfully complete tasks within the designated timeframe. | 0 | 0 | 3 | 47 | 40 | 4,41 |
| 5 | Those occupying positions of authority are similarly inclined to seek counsel in a considered and meticulous manner when making decisions. | 0 | 0 | 0 | 55 | 35 | 4,39 |

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| No | Statement | Alternative Answer | | | | | Average |
|----------------|---|--------------------|---|---|----|----|---------|
| | | SD | D | I | A | SA | |
| 6 | My superior demonstrates a consistent capacity to make sound and appropriate decisions. | 0 | 0 | 5 | 53 | 32 | 4,30 |
| 7 | My leader is adept at investigating and analyzing issues that arise in the workplace. | 0 | 0 | 7 | 41 | 42 | 4,39 |
| 8 | The leader in question demonstrates a greater commitment to the organization's interests than to their own personal ones. | 0 | 0 | 7 | 50 | 33 | 4,29 |
| 9 | My supervisor is able to consistently complete tasks within the allotted time. | 0 | 0 | 3 | 50 | 37 | 4,38 |
| 10 | Those in positions of authority are able to effectively delegate authority to others. | 0 | 0 | 6 | 54 | 30 | 4,27 |
| 11 | In each decision-making procedure, leaders provide direction and instruction. | 0 | 0 | 7 | 52 | 31 | 4,27 |
| Average | | | | | | | 4,33 |

Source: Primary data processed, 2022

Description

SD: Strongly Disagree

D: Disagree

I: Indecisive

A: Agree

SA: Strongly Agree

The results of the questionnaire indicate that the mean score for the Leadership Style variable (X1) is 4.33, which falls within the very high category. It can be posited that the level of urgency to achieve organizational goals is exceptionally high.

Table 2. Results of Questionnaire Distribution of Work Discipline Variables

| No | Statement | Alternative Answer | | | | | Average |
|----|--|--------------------|---|---|----|----|---------|
| | | SD | D | I | A | SA | |
| 1 | I adhere to the regulations established by the agency in a consistent and reliable manner. | 0 | 0 | 3 | 40 | 47 | 4,49 |
| 2 | I have demonstrated unwavering adherence to all agency regulations, with no instances of noncompliance.. | 0 | 0 | 6 | 43 | 41 | 4,39 |

| No | Statement | Alternative Answer | | | | | Average |
|----------------|--|--------------------|---|----|----|----|-------------|
| | | SD | D | I | A | SA | |
| 3 | I demonstrate a consistent pattern of adherence to directives issued by individuals occupying positions of authority and those who possess leadership roles. | 0 | 0 | 10 | 50 | 30 | 4,22 |
| 4 | I am able to complete tasks assigned to me by my superior in a timely and satisfactory manner. | 0 | 0 | 0 | 55 | 35 | 4,39 |
| 5 | I am punctual in observing the designated office hours for both my arrival and departure from work. | 0 | 0 | 2 | 40 | 48 | 4,,51 |
| 6 | I adhere strictly to the authorized office hours, ensuring that I arrive and depart from work at the designated times. | 0 | 0 | 7 | 41 | 42 | 4,39 |
| 7 | I adhere to a standard of responsibility in the performance of my duties. | 0 | 0 | 9 | 50 | 31 | 4,24 |
| 8 | I adhere to the regulations by consistently donning my uniform and displaying my identification card. | 0 | 0 | 0 | 55 | 35 | 4,39 |
| 9 | I meticulously arrange the office equipment in accordance with its designated location following each instance of utilization. | 0 | 0 | 6 | 52 | 32 | 4,29 |
| 10 | I adhere to a policy of exercising caution when utilising office equipment. | 0 | 0 | 12 | 49 | 29 | 4,19 |
| 11 | I consistently perform my duties in accordance with established protocols, demonstrating unwavering accountability. | 0 | 0 | 2 | 57 | 31 | 4,32 |
| 12 | The established regulations serve as a source of motivation for me to successfully fulfill the responsibilities assigned by the leader | 0 | 0 | 3 | 51 | 36 | 4,37 |
| Average | | | | | | | 4,35 |

Source: Primary data processed, 2022

The results of the questionnaire indicate that the mean score for the Work Discipline variable (X2) is 4.35, which falls within the very high range. It is evident that work discipline plays a pivotal role in achieving organizational objectives.

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Table 3. Results of Questionnaire Distribution of Work Motivation Variables

| No | Statement | Alternative Answer | | | | | Average |
|----------------|--|--------------------|---|----|----|----|---------|
| | | SD | D | I | A | SA | |
| 1 | The organization in which I am employed has the requisite facilities and infrastructure to facilitate all task-related tasks. | 0 | 0 | 6 | 42 | 42 | 4,40 |
| 2 | I am confident in my ability to fulfill my obligations and tasks as a soldier. | 0 | 0 | 1 | 57 | 32 | 4,34 |
| 3 | My colleagues and superiors and I consistently offer one another assistance in times of difficulty. | 0 | 0 | 0 | 54 | 36 | 4,40 |
| 4 | The organization in which I served consistently bestowed commendations upon exemplary employees. | 0 | 0 | 13 | 55 | 22 | 4,10 |
| 5 | The motivation of the leadership team has a positive effect on my work ethic, encouraging greater discipline and productivity. | 0 | 0 | 6 | 40 | 44 | 4,42 |
| Average | | | | | | | 4,33 |

Source: Primary data processed, 2022

The findings of the questionnaire indicate that the average score for the Work Motivation variable (X3) is 4.33, which falls within the very high group. Work motivation plays a pivotal role in facilitating the accomplishment of organizational objectives.

Table 4. Results of Questionnaire Distribution of Performance Variables

| No | Statement | Alternative Answer | | | | | Average |
|----|--|--------------------|---|---|----|----|---------|
| | | SD | D | I | A | SA | |
| 1 | I consistently adhere to the established targets, maintaining consistent and reliable performance. | 0 | 0 | 9 | 47 | 34 | 4,28 |
| 2 | I adhere to the established standards and procedures when performing my job responsibilities. | 0 | 0 | 6 | 43 | 41 | 4,39 |
| 3 | The results of my endeavors yield satisfaction to both the organization and the community. | 0 | 0 | 9 | 50 | 31 | 4,24 |
| 4 | I adhere to the specified timeframe and conditions in performing my tasks. | 0 | 0 | 3 | 53 | 34 | 4,34 |

| No | Statement | Alternative Answer | | | | | Average |
|----------------|---|--------------------|---|----|----|----|---------|
| | | SD | D | I | A | SA | |
| 5 | It can be stated with certainty that there is no inefficiency in the performance of the tasks for which I am accountable. | 0 | 0 | 13 | 54 | 23 | 4,11 |
| Average | | | | | | | 4,27 |

Source: Primary data processed, 2022

The findings of the aforementioned questionnaire indicate that the average score for the Performance variable (Y) is 4.27, which falls within the extremely high range. It is evident that employee performance plays a pivotal role in the achievement of organizational objectives..

IV.2 Validity and Reliability Test Validity of Leadership Style Variable

A validity test was conducted on 11 statement items, and it was determined that 10 statements were valid as their count values exceeded the acceptable threshold. However, statement item X1.5 was deemed invalid as its count value fell below the acceptable range. Based on this information, a total of 10 statement items were created that could potentially be utilized as surveys in studies pertaining to leadership style characteristics.

Validity of Work Discipline Variable

A validity test was conducted on 12 statement items, and it was determined that 9 statements were acceptable as their count values exceeded the acceptable threshold. However, statement items X2.1, X2.8, and X2.12 were considered invalid since their count values were below the acceptable threshold. Based on this information, a total of 9 statement items were created that can be utilized as questionnaires in studies focused on work discipline characteristics.

Validity of Work Motivation Variable

A validity test on five statement items revealed that all items were valid, as their count values exceeded the acceptable range. This knowledge can be utilized to develop surveys pertaining to variables related to job motivation.

Validity of Performance Variable

The five statement items have been certified as valid based on the results of the validity test, as their count values exceed the acceptable threshold. This knowledge allows for the utilization of all the aforementioned questions as survey items in studies focused on performance characteristics.

Reliability Test

The results of the reliability test, conducted using 29 statement items, yielded a reliability coefficient of 0.719, indicating that all statement items are reliable.

IV.3 Classical Assumption Test

Normality Test

The normality test of leadership style factors, work discipline, and work motivation on the performance of public servants yielded a significance value (sig.) of 0.142, which is greater than the threshold of 0.05. This indicates that the data in this study follow a normal distribution.

Multicollinearity Test

The results of the multicollinearity test indicate that the variables of leadership style, work discipline, and work motivation have tolerance values greater than 0.10. Specifically, the leadership style variable has a tolerance value of 0.843, the work discipline variable has a tolerance value of 0.815, and the work motivation variable has a tolerance value of 0.711. Moreover, the variance inflation factors (VIF) for these variables are all less than 10. In particular, the leadership style variable has a VIF value of 1.186, the work discipline variable has a VIF value of 1.226, and the work motivation variable has a VIF value of 1.406. These results indicate that there are no symptoms of multicollinearity. This indicates that there is no association between the independent variables included in the regression model.

Heteroscedasticity Test

The results of the heteroscedasticity test indicate that the significance values for the variables of leadership style, work discipline, and work motivation on the performance of civil servants are all greater than 0.05. Specifically, the significance values for the leadership style variable, work discipline variable, and work motivation variable are 0.484, 0.912, and 0.424, respectively. This indicates that there is no evidence of heteroscedasticity in the data. This demonstrates that there is an absence of variance inequality and residuals between different observations.

IV.4 Multiple Linear Regression Test

Table 4. Results of Multiple Linear Regression Test

| | | Coefficients ^a | | | | |
|-------|------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -1.080 | 2.370 | | -0.456 | 0.650 |
| | Leadership Style | 0.143 | 0.045 | 0.240 | 3.144 | 0.002 |
| | Work Discipline | 0.118 | 0.051 | 0.179 | 2.297 | 0.024 |
| | Work Motivation | 0.540 | 0.084 | 0.536 | 6.432 | 0.000 |

a. Dependent Variables: Performance

Source: Primary data processed, 2022

Table 5. Results of Coefficient Determination Test

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .759 ^a | .576 | .561 | .970 |

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

Source: Primary data processed, 2022

Table 6. Results of F Test

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 109.962 | 3 | 36.654 | 38.947 | .000 ^b |
| | Residual | 80.938 | 86 | 0.941 | | |
| | Total | 190.900 | 89 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivation, Work Discipline, Leadership Style

Source: Primary data processed, 2022

IV.5 Hypothesis Test

IV.6 The Effect of Leadership Style on Performance

The findings of the research indicate that the t-count value of 3.144, which is greater than the t-table value of 1.988, with a significance value of 0.004, which is less than 0.05, support the acceptance of the hypothesis (Ha) and the rejection of the null hypothesis (H0). This implies that the leadership style has a positive and significant impact on the performance of civil servants within the Army Headquarters. This indicates that the leadership style employed by a leader can have either a positive or negative impact on staff performance.

IV.7 The Effect of Work Discipline on Performance

The findings of the study indicate that the t-count value of 2.297 is greater than the t-table value of 1.988, with a significance value of 0.024, which is less than the threshold of 0.05. This indicates that the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. Consequently, it can be concluded that work discipline has a positive and significant impact on the performance of civil servants within the Army Headquarters. This suggests that the effective implementation of discipline might lead to an indirect improvement in employee performance, which in turn can contribute to the accomplishment of company objectives.

IV.8 The Effect of Work Motivation on Performance

The results of the study indicate that the t-count value of 6.432 is greater than the t-table value of 1.988, with a significance value of 0.000, which is less than 0.05. This suggests that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This indicates that work motivation has a positive and significant impact on the performance of civil servants within the Army Headquarters. This implies that the motivation provided by leaders to their subordinates would generate enthusiasm and motivation in all tasks undertaken, thereby enabling the organization to achieve its objectives.

IV.9 The Effect of leadership Style, Work Discipline, and Work Motivation on Performance

The research findings indicate that the obtained f-count value of 38.947 is greater than the critical value of 2.71 (ftabel) at a significance level of 0.000, which is less than 0.05. This suggests that the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. Consequently, it can be posited that the leadership style, work discipline, and work motivation exert a positive and significant influence on the performance of civil servants at the Army Headquarters. The research's reliability is corroborated by the determination coefficient (R²) value of 0.576. These findings indicate that 57.6% of the variability in the performance variable can be attributed to the variables of leadership style, work discipline, and work drive. The remaining 42.4% of the variability is attributed to other variables.

In light of the aforementioned explanations, the researchers have synthesized the findings of the study into the following summary.

Table 7. Summary of Hypothesis Testing Results

| No. | Relationship | Hypothesis | t / F | Sig. | Result |
|-----|---------------------|------------|--------|-------|----------|
| 1 | X1 to Y | H1 | 3.144 | 0.004 | Accepted |
| 2 | X2 to Y | H2 | 2.297 | 0.024 | Accepted |
| 3 | X3 to Y | H3 | 6.432 | 0.000 | Accepted |
| 4 | X1, X2, and X3 to Y | H4 | 38.947 | 0.000 | Accepted |

Source: Primary data processed, 2022

V. CONCLUSION AND SUGGESTION

V.1 Conclusion

After conducting research and discussions, the impact of leadership style, work discipline, and work motivation on the performance of civil servants at the Army Headquarters can be summarized as follows:

1. The descriptive analysis of the data reveals that the variables of leadership style, work discipline, work motivation, and overall performance are classified as extremely high.
2. The preliminary findings indicate that the leadership style has a favorable and noteworthy impact on the performance of civil servants in the Army Headquarters Environment. This suggests that the leadership style employed might create a sense of ease in the workplace, hence enhancing the performance of civil servants.
3. The study's findings indicate that work discipline has a partially beneficial and considerable impact on the performance of civil servants in the Army Headquarters. This suggests that the degree of employee discipline will positively influence the enhancement of civil servants' performance.
4. The study's findings indicate that job motivation has a partially favorable and considerable impact on the performance of civil servants at the Army Headquarters. This suggests that the incentive obtained by employees might enhance their job enthusiasm, hence positively influencing the performance of federal officials.

5. The study's findings demonstrate that the performance of civil servants at the Army Headquarters is influenced by leadership style, work discipline, and work motivation, all at the same time. These findings indicate that the leadership style, work discipline, and work motivation at the TNI AD Headquarters have the potential to enhance the performance of civil servants.

V.2 Suggestion

After analyzing the data and discussing the findings, the author will now present some recommendations for the Army Headquarters. These suggestions should be considered when formulating policies and making decisions related to leadership style, work discipline, work motivation, and civil servant performance. The recommendations are as follows:

1. The statements "leaders delegate authority properly" and "leaders provide guidance and training in every decision making" receive the lowest score in the indicator for leadership style. Consequently, civil servants in the Army Headquarters environment receive inadequate attention from the leadership. It is, therefore, imperative for civil servant leaders at the Army Headquarters to possess the ability to offer effective leadership to their subordinates.
2. The indicator "be careful in using office equipment" received the lowest score in the work discipline variable. Consequently, the inability of civil officials at the Army Headquarters to uphold the upkeep of office facilities necessitates the expectation that they will improve their ability to maintain the present facilities in order to avoid disrupting work in the future.
3. The indicator measuring job motivation, specifically the statement "the organization provides rewards for exceptional employees," received the lowest score. Consequently, exceptional civil servants at the Army Headquarters are not rewarded. Consequently, government officials at the Army Headquarters express gratitude in order to enhance employees' motivation and thereby further enhance their performance.
4. The performance variable indication "effectiveness" receives the lowest score. This indicates that public officials at the Army Headquarters are not efficient in maximizing their working time while performing their tasks and obligations. Thus, it is imperative for leaders at the Army Headquarters to enhance a more efficient Standard Operational Procedure (SOP) in order to enhance the effectiveness of civil servants' work. The Standard Operating Procedure (SOP) serves as a guide for civil servants, providing instructions on their tasks, desired outcomes, and the schedule for completing the work. It also helps in establishing specific, practical, and attainable objectives and targets for civil officials. Therefore, civil personnel stationed at the Army Headquarters have the opportunity to enhance their performance.

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