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THE INFLUENCE OF MOTIVATION AND LEADERSHIP STYLE ON WORK DISCIPLINE OF ASN EMPLOYEES IN THE DPRD SECRETARIAT SERDANG BEDAGAI REGENCY

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Abstract

This study aims to examine the influence of motivation and leadership style on work discipline of ASN employees in the DPRD Secretariat of Serdang Bedagai Regency. The research method used was a quantitative method using SPSS version 25.00, collected from questionnaires distributed to 33 respondents. The analytical method used in this study was instrument testing, namely validity and reliability tests. The classical assumption tests include normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, coefficient of determination (R2) analysis, and hypothesis testing, namely the T-test. The results of SPSS in this study indicate that the work motivation variable (X1) influences the work discipline variable (Y), the variable (X2) influences the work discipline variable (Y), and leadership motivation (X1) and leadership (X2) simultaneously influence work discipline (Y).

Keywords: *Work Motivation, Leadership, Work Discipline*

INTRODUCTION

The increasingly complex nature of government administration and the increasing public demand for professional, transparent, and accountable public services require every government agency to manage human resources effectively and sustainably. Human resource management is a strategic process encompassing planning, organizing, coordinating, implementing, and supervising the procurement and development of personnel to achieve organizational goals. Mangkunegara (2017) states that human resource management aims to optimally enhance the contribution of human resources through planned and systematic management.

The Serdang Bedagai Regency DPRD Secretariat is a regional apparatus that plays a strategic role in supporting the smooth implementation of the DPRD's duties and functions, including administration, trials, budgeting, and services to council members and the public. In carrying out this role, civil servants within the DPRD Secretariat are required to work in an orderly, disciplined, and professional manner in accordance with applicable laws and regulations. Therefore, work discipline is a crucial concern for civil servants, especially those in the DPRD Secretariat, which is tasked with supporting all activities.

However, when compared to the achievement of Employee Performance Targets (SKP), it is clear that high attendance rates do not always translate into optimal performance. The ASN SKP values during this period ranged from 81% to 89%. The highest SKP achievement occurred in August 2025 at 89%, while the lowest achievement was recorded in December 2025 at 81%. This condition indicates fluctuations in ASN performance despite relatively consistent and high attendance rates.

The discrepancy between attendance rates and SKP achievement indicates that the physical presence of ASN in the workplace does not fully reflect the level of productivity and quality of performance produced. In other words, even though ASN are present regularly, this does not necessarily translate to maximum performance target achievement. Several factors can influence this condition, such as work motivation.

Based on the theoretical description, previous research, observations, and pre-surveys conducted within the ASN environment of the Serdang Bedagai Regency DPRD Secretariat. Therefore, the researcher is interested in conducting a study entitled "The Influence of Motivation and Leadership Style on Work Discipline of ASN Employees of the Serdang Bedagai Regency DPRD Secretariat."

Formulation of the problem

Based on the background of the problem above, the following problem formulation can be drawn:

1. Does work motivation influence work discipline?ASN Employees of the Serdang Bedagai Regency DPRD Secretariat?
2. Does leadership style influence work discipline?ASN Employees of the Serdang Bedagai Regency DPRD Secretariat?
3. Do work motivation and leadership style have a simultaneous influence on work discipline?ASN Employees of the Serdang Bedagai Regency DPRD Secretariat?

Research purposes

Based on the background and problem formulation, this research aims to analyze:

1. To find out how work motivation influences work disciplineASN Employees of the Serdang Bedagai Regency DPRD Secretariat.
2. To find out how leadership style influences work disciplineASN Employees of the Serdang Bedagai Regency DPRD Secretariat.
3. To find out how work motivation and leadership style simultaneously influence work discipline.ASN Employees of the Serdang Bedagai Regency DPRD Secretariat.

Benefits of research

The research benefits obtained from this research are as follows:

1. For Researchers

To increase experience in practicing economics in the field of Human Resource Management and train the author to apply the theory obtained during lectures.

2. For Universities

This research is expected to contribute to the development of science, particularly in the field of Human Resource Management. The results can also serve as additional references and academic study material for students and lecturers in understanding the relationship between work motivation, leadership style, and work discipline.

3. For the DPRD Secretariat

The results of this study are expected to provide input and evaluation material for the Serdang Bedagai Regency DPRD Secretariat in its efforts to improve employee discipline. This research can also serve as a basis for formulating policies related to increasing work motivation and implementing more effective leadership styles.

4. Further Research

The results of this study are expected to provide useful academic contributions for future researchers who are interested in human resource management studies, particularly regarding work motivation, work discipline, and leadership styles in work stress.

LITERATURE REVIEW

Human Resource Management

According toMangkunegara (2017),Human resource management is the planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, and separation of labor in order to achieve organizational goals. It is the science and art of managing labor relations and roles effectively and efficiently, helping to achieve the goals of the company, employees, and society.

Furthermore, according toSiagian (2023),Human resource management is an ongoing procedure that aims to provide an organization or company with the right people to be placed in the right positions and positions when the organization needs them. According toDaryanto (2017), states that human resource management (HRM) is the utilization, development, assessment, reward, and management of individual members of an organization or work group. HRM also involves the design and implementation of planning systems, personnel composition, employee development, career management, work evaluation, employee compensation, and labor relations. Based on the opinions of these experts, it can be concluded that human resource management is a continuous and integrated process in managing the workforce from the planning, procurement, development, to assessment and reward stages. facilities or strained relationships may increase distraction and reduce the willingness of employees to contribute beyond formal duties.

The relationship between work environment and performance is supported by prior studies. Azpíroz-Dorronsoro et al. (2024) show that the work environment is closely related to employee health in banking-related work arrangements, while Lelo (2024) reports evidence linking the work environment with employee job satisfaction in the banking industry. Dwiyanti and Liana (2025) and Fadila et al. (2025) also discuss the relevance of work environment for employee outcomes. Based on this reasoning, work environment is expected to be associated positively with both OCB and employee performance.

Work Discipline

Discipline is an attitude, behavior, and actions that comply with company regulations, both written and unwritten. These regulations include absences, late arrivals, and early departures. Therefore, this constitutes employee indiscipline that management must address appropriately.

Sutrisno (2016)Work discipline is a state of awareness and willingness of a person to obey any regulations that have been set by the company and applicable social norms, it can be said to be a person's awareness and willingness to obey all regulations of a company, agency or organization and applicable social provisions.

According toSinambela (2016)Work discipline is a condition that causes or encourages employees to carry out all activities correctly or work in accordance with established company regulations. According toHasibuan (2018)Discipline is an attitude or behavior of an employee in an organization/agency to always obey, respect and appreciate all regulations and norms that have been determined by the institution, so that the goals of the organization or agency are immediately achieved.

From expert opinion, it is concluded that work discipline is very important to enforce in an organization or company so that employees work in accordance with existing regulations in the company.

Factors Influencing Work Discipline

According toHasibuan (2018), there are several factors that can influence work discipline in employees, including the following:

1) Goals and capabilities
   Goals and abilities also influence the level of work discipline of employees, the goals achieved must be clear and set ideally.
2) Exemplary leader
   The leadership's example plays a very important role in determining the work discipline of employees because leaders are role models and role models.
3) remuneration
   Rewards in the form of salary and benefits also influence employee work discipline. Adequate compensation leads to employee satisfaction, which in turn leads to improved work discipline within the company.
4) Justice
   Justice also helps to create work discipline among employees because of human nature, which always feels important and demands to be treated fairly with other humans.

Work Discipline Indicators

According toSutrisno (2016), regarding work discipline indicators as follows:

1) Obey the time rules
   Compliance with time regulations can be seen from the time of entry to work, time of going home from work and time of work breaks which are on time in accordance with the regulations in force in the company.
2) Comply with company regulations
   Compliance with the most basic company regulations regarding dress codes and work behavior.
3) Comply with the rules of conduct at work

Behavior at work is demonstrated through the way one does work and relates well to other coworkers

The Relationship between Work Motivation and Work Discipline

Work motivation is an internal or external drive that drives someone to act, strive, and be responsible in carrying out their work. Employees with high work motivation tend to exhibit positive work behaviors, including compliance with regulations and discipline. Good motivation helps employees understand that discipline is not merely an obligation, but a necessity for achieving personal and organizational goals.

Research Hypothesis

Based on the background described above, the author found the following hypotheses in this study:

1. Work motivation influences work disciplineASN Employees of the Serdang Bedagai Regency DPRD Secretariat.
2. Leadership style influences work disciplineASN Employees of the Serdang Bedagai Regency DPRD Secretariat..
3. Work motivation and leadership style influence work disciplineASN Employees of the Serdang Bedagai Regency DPRD Secretariat.

METHOD

Types of research

The type of research used in this study is quantitative research. Quantitative research is a type of research whose specifications are systematic, planned, and clearly structured from the beginning until the research design is created. Quantitative research methods, as proposed by(Sugiyono, 2017)namely a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

Population

According toSugiyono (2017), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study the population used was 33 ASN employees of the Serdang Bedagai Regency DPRD Secretariat.

Sample

According toSugiyono (2017)A sample can be defined as a portion of the population and its characteristics. If the population is large and researchers cannot study everything in the population, for example due to limited funds, manpower, or time, then researchers can use samples taken from the population. With a population of less than 100, the entire population is used as a sample, namely 33 people, according to the opinion of(Arikunto, 2017)In research methodology books, if the number of subjects or research population is less than 100, it is best to take all of them as a sample.

Method of collecting data

According toSugiyono (2017)Data collection techniques can include interviews, questionnaires, observations, or a combination of the three. In this study, the researcher used a questionnaire to collect the data to be used in the study. A questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer.When conducting research on the variables to be tested, each answer will be given a score. The ordinal scale (Likert scale) uses five levels of answers, which can be as follows:

Table
Measurement Scale

No	Scale	Score
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Disagree (KS)	3
4.	Disagree (TS)	2
5.	Strongly Disagree (STS)	1

Source: Sugiyono (2017)

Multiple Linear Regression Analysis is used to measure the influence of more than one independent variable on a dependent variable. To determine the influence of these independent variables, the following formula is used:

$$\mathbf{Y = a + + + e}b_1X_1b_2X_2$$

Where :

Y = Work Discipline
a =Constant
X_1 = Work Motivation
X_2 =Leadership Style
b_1 = Regression coefficient of Work Motivation variable
b_2 = Regression coefficient of Leadership Style variable
e = Interfering variable (residual error)

The t-test is intended to determine the level of significance of the influence of each independent variable on the dependent variable, assuming the other independent variables remain unchanged. According to Sugiyono (2017), the formula used is:

$$\mathbf{t = \frac{r\sqrt{n-2}}{\sqrt{1-r2}}}$$

Information:
t = t-test value
r = Pearson correlation coefficient
r2 = Coefficient of determination
n = number of samples

The criteria used are as follows: Ho is accepted if the calculated value of the test statistic (t-count) is in the Ho acceptance area, where tcount < ttable or -tcount > - ttable or sig value > α.

RESULTS AND DISCUSSION

Research Object Description

The Serdang Bedagai Regency DPRD Secretariat is an administrative service element and supports the duties of the Serdang Bedagai Regency Regional People's Representative Council (DPRD). The DPRD Secretariat plays a crucial role in ensuring the smooth implementation of DPRD functions, including legislative, budgetary, and oversight. In carrying out its duties, the DPRD Secretariat is led by a DPRD Secretary who is administratively responsible to the Regent through the Regional Secretary and technically and operationally to the DPRD leadership.

As a regional apparatus, the DPRD Secretariat is tasked with providing administrative services, organizing meetings, managing finances, providing expert staff, and supporting all council activities to ensure the effective and efficient implementation of the DPRD's duties and functions. Furthermore, the DPRD Secretariat also plays a role in facilitating working relationships between the DPRD and the local government and the community.

Logo of the Secretariat of the Serdang Bedagai Regency DPRD

The following is the logo of the Serdang Bedagai Regency DPRD Secretariat which is used as the agency's identity in carrying out its role in the Serdang Bedagai Regency government.



Source: Secretariat of the Serdang Bedagai Regency DPRD, 2026
Image of the Logo of the Serdang Bedagai Regency DPRD

Respondent's Answer Description

This item distribution description is used to determine the frequency and variation of respondents' answers to the statement items submitted in the questionnaire. Respondents' answer numbers start from 1 to 5 for each questionnaire statement item from variable Y, variable X1, and variable X2. To categorize and classify the tendencies of respondents' answers into a scale with the following formulation by Husein Umar (2011):

$$Lebar\ kelas = \frac{skor\ maksimum - skor\ minimum}{jumlah\ kelas} = \frac{5-1}{5} = 0{,}8$$

Thus the scale categories can be determined as follows:
1.00 – 1.80 = very low category / strongly disagree
1.81 – 2.60 = low category / disagree
2.61 – 3.40 = moderate category / less agree
3.41 – 4.20 = high category / agree
4.21 – 5.00 = very high category / strongly agree

Data analysis

Validity testing using SPSS version 25.00 with criteria based on the calculated r value as follows:
1) If r count > r table or – r count < - r table then the statement is declared valid.
2) If r count < r table or – r count > - r table then the statement is declared invalid.
This test was conducted on 30 respondents, so df = 30-k = 28, with α = 5%, the r table value was obtained as 0.361 (Ghozali, 2016), then the calculated r value will be compared with the r table value as in table 4.7 below:

Table Validity Test Results

VariablesWork Discipline (Y)			
Statement	**rhitung**	**rtable**	**Validity**
1	0.848	0.361	Valid
2	0.880	0.361	Valid
3	0.655	0.361	Valid
4	0.845	0.361	Valid
VariablesWork Motivation (X1)			
Statement	**rhitung**	**rtable**	**Validity**
1	0.819	0.361	Valid
2	0.790	0.361	Valid
3	0.564	0.361	Valid
4	0.865	0.361	Valid

VariablesLeadership Style (X2)			
Statement	**rhitung**	**rtable**	**Validity**
1	0.505	0.361	Valid
2	0.731	0.361	Valid
3	0.737	0.361	Valid
4	0.630	0.361	Valid
5	0.724	0.361	Valid

Source: Data processed from appendix 3 (2026)

Table shows that all statement points for both work discipline variables, work motivation variables and leadership style variables have a calculated r value that is greater than the table r value, so it can be concluded that all statements for each variable are declared valid.

Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable. According to Sugiyono (2016), a factor is considered reliable if the Cronbach's Alpha is greater than 0.6. Based on data processing using SPSS 25.00, the following results were obtained:

Table Reliability Test Results

Variables	*Cronbach Alpha*	Constant	Reliability
VariablesWork Discipline (Y)	0.817	0.6	Reliable
VariablesWork Motivation (X1)	0.805	0.6	Reliable
VariablesLeadership Style (X2)	0.753	0.6	Reliable

Source: Data processed from appendix 3 (2026)

Based on the reliability test using Cronbach Alpha, all research variables are reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

Normality Test

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution (Ghozali, 2016:154). Data normality testing can be performed using two methods: graphical and statistical. The graphical method uses a normal probability plot, while the statistical method uses the one-sample Kolmogorov-Smirnov test.

The normality test using the graphic method can be seen in the following image:

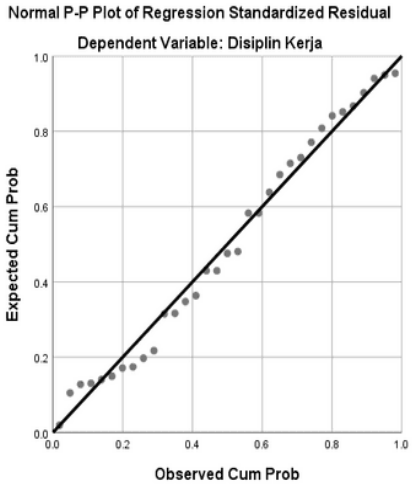


Figure Normal P Plot

Normally distributed data will form a straight diagonal line and the residual data plot will be compared with the

diagonal line, if the residual data distribution is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016).

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is based on the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using SPSS 25.00 for Windows can be seen in Table 4.10 below:

Table Multicollinearity Test Results

Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work motivation	.836	1,197
	Leadership Style	.836	1,197

a. Dependent Variable: Work Discipline

Source: Data processed from appendix 4 (2026)

Based on table , it can be seen that the tolerance value of the work motivation variable is 0.836, the leadership style variable is 0.836 where all are greater than 0.10 while the VIF value of the work motivation variable 1 is 1.197, the leadership style variable is 1.197 where all are less than 10. Based on the results of the calculations above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there is no correlation symptom in the independent variables. So it can be concluded that there is no symptom of multicollinearity between the independent variables in the regression model.

Coefficient of Determination (R2)

The coefficient of determination is used to determine the extent to which the independent variable contributes to the dependent variable. The higher the coefficient of determination, the better the independent variable's ability to explain the dependent variable. If the coefficient of determination (R2) is greater (approaching 1), it can be said that variable X has a significant influence on variable Y.

The value used to determine the coefficient of determination in this study is the adjusted R-square column. This is because the adjusted R-square value is not susceptible to the addition of independent variables. The coefficient of determination values can be seen in Table below:

Table Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.483a	.234	.183	2.24989

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

b. Dependent Variable: Work Discipline

Source: Data processed from appendix 4 (2026)

Based on table , the adjusted R square value is 0.183 or 18.3%. This indicates that the work motivation and leadership style variables can explain the work discipline variable by 18.3%, the remaining 81.7% (100% - 18.3%) is explained by other variables outside this research model such as compensation, job training, work enthusiasm, work environment and career development.

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F Test (Simultaneous)

This test essentially shows whether all independent variables included in the model have a joint influence on the dependent variable. The results of the F test can be seen in Table 4.17 below:

Table Simultaneous Test Results (F)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,322	2	23,161	4,575	.018b
	Residual	151,860	30	5,062		
	Total	198,182	32			

a. Dependent Variable: Work Discipline

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

Source: Data processed from appendix 4 (2026)

Discussion

Based on the results of the hypothesis testing conducted, the next step is to explain the relationship between the variables in this study, which is then linked to work discipline, previous research, and management science to support the previously stated statements. The results are explained as follows:

The Influence of Work Motivation on Work Discipline

Based on the results of the analysis of the first hypothesis, it is known that work motivation influences the work discipline of ASN Employees at the Serdang Bedagai Regency DPRD Secretariat. The results of this study indicate that the higher the work motivation of employees, the higher the level of employee work discipline in carrying out their duties and responsibilities in the organizational environment. Work motivation is one of the important factors that can encourage employees to work more regularly, comply with regulations, and complete work according to applicable provisions. The results of this study are supported by the characteristics of respondents who are mostly in the productive age range, namely 25-35 years and above 35 years with a percentage of 42.4% each. The productive age indicates that employees have a fairly good level of maturity of thinking and work responsibility so that they are more easily motivated to work in a disciplined manner when they have high work motivation. In addition, the majority of respondents have a work period of more than 8 years at 45.5%, which indicates that employees have had sufficient work experience and understand the importance of discipline in government organizations.

Based on the distribution of respondents' answers to the work motivation variable, an average score of 4.14 was obtained, which is in the high or agree category. This indicates that most employees have good work motivation. The statement with the highest score was in the third item with an average score of 4.24, namely that employees actively seek ways to improve work quality. This condition indicates that employees have an internal drive to work better, which has an impact on increasing employee work discipline. Meanwhile, the work discipline variable obtained an average score of 4.13, indicating that employees tend to have good work discipline, such as coming and going from work according to regulations, complying with agency regulations, and carrying out tasks according to work procedures. In theory, work motivation is a drive within a person to do a job to achieve a certain goal. Employees who have high motivation will strive to demonstrate responsibility, loyalty, and compliance with organizational rules. Thus, work motivation can increase employee awareness to work more disciplined without having to be forced by leaders. The results of this study are in line with research conducted by (Fauzaan, 2025) which states that motivation has a significant effect on employee work discipline. Similar research was conducted by (Firmansyah & Aulia, 2022), which showed that work motivation influences employee work discipline. Furthermore, research by (Kadir et al., 2023) also found that work motivation significantly influences work discipline. Therefore, these findings reinforce previous research that work motivation is a crucial factor in improving work discipline among civil servants.

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CONCLUSION AND SUGGESTIONS

CONCLUSION

This study attempts to answer the research objective, namely to determine the Influence of Motivation and Leadership Style on Work Discipline of ASN Employees at the DPRD Secretariat of Serdang Bedagai Regency.. The results of hypothesis testing using the multiple linear regression analysis method with partial and simultaneous hypothesis testing show that:

1. Work motivation influences the work discipline of ASN employees of the Serdang Bedagai Regency DPRD Secretariat.
2. Leadership style does not affect the work discipline of ASN employees of the Serdang Bedagai Regency DPRD Secretariat.
3. Work motivation and leadership style influence the work discipline of ASN employees at the Serdang Bedagai Regency DPRD Secretariat.

SUGGESTIONS

Based on the results of this study, the author provides the following suggestions or input:

1. The Serdang Bedagai Regency DPRD Secretariat is expected to continue improving employee motivation through awards, career development opportunities, training, and creating a comfortable and conducive work environment. Improving work motivation is crucial because it has been proven to improve employee discipline in carrying out their duties and responsibilities.
2. Leaders at the Serdang Bedagai Regency DPRD Secretariat are expected to continue to prioritize the implementation of a positive leadership style, although this study found no partial impact on work discipline. Leaders need to build more effective communication, set an example, and strengthen their rapport with employees to create harmonious working relationships and a more positive work environment.
3. The Serdang Bedagai Regency DPRD Secretariat is expected to improve employee work discipline comprehensively by combining work motivation factors and the implementation of supportive leadership. Furthermore, further research is recommended to include other variables such as work environment, compensation, organizational culture, or job satisfaction to obtain broader and more in-depth research results regarding the factors influencing ASN employee work discipline.

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