
THE EFFECTS OF LEADERSHIP AND MOTIVATION AGAINSTS WORK DISCIPLINE AND PERFORMANCE OF CIVIL SERVANT EMPLOYEES AT BALAI WILAYAH SUNGAI BALI PENIDA

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Abstrak

This research was conducted at Balai Wilayah Sungai Bali Penida which aims to analyze and explain the influence of leadership and motivation on work discipline and performance of civil servants. The population in this research is all civil servants at Balai Sungai Bali Penida which amounts to 180 people with the sample is 64 civil servants. The research data is primary data obtained from questionnaires to find out the respondent's perception about the variables studied and secondary data obtained from books, references, documents and other information available at Balai Sungai Bali Penida. Testing research hypothesis used Partial Least Square (PLS) application. The results showed that: (1) leadership has a positive and significant effect on work discipline. (2) motivation has a positive and significant effect on work discipline. (3) leadership has positive and insignificant effect on performance. (4) motivation have positive and significant effect to performance. (5) work discipline has a positive and significant impact on performance. (6) the discipline of full mediation between leadership to performance and (7) the discipline of work mediates some of the motivations for the performance of civil servants in the Balai Wilayah Sungai Bali Penida.

Keywords: *Leadership, Motivation, Work Discipline and Performance.*

I. INTRODUCTION

Infrastructure development is one of the goals in government organizations, as the increase in infrastructure and improvements by the government is expected to spur economic growth (Suratno, 2010). To achieve these objectives civil servants are required to maximize their performance. Mangkunegara (2007) stated that the performance is the achievement or ability achieved by a person in performing their duties in accordance with work standards established to achieve an objective within the organization, as the main element of human resources in the administration of the government of course many factors can affect the performance of civil servants, among them are leadership, motivation and work discipline. Robbins (2006) stated that leadership is a leader's ability to influence employees to achieve the goals set. Leadership can run smoothly and successfully must be supported by the leader's ability. In addition to leadership there are motivational factors that can affect performance (Gorda, 2004). According to Gorda (2004) stated that motivation is a series of drives formulated deliberately by the leadership of the company directed to employees in order to sincerely perform certain behaviors that impact to improve performance in order to achieve the goals set previously. Good leadership and directed motivation will form employees who have good work discipline as well, good work discipline will impact on performance. Work discipline can be defined as an attitude of respect, respect, obedience and

obedience to the rules that apply, whether written or unwritten and able to run it and not chuckle to accept the sanctions if they violate the duties and authority given to them (Sastrohadiwiryo, 2003).

Balai Wilayah Sungai Bali Penida is a Government Agency which is engaged in the management of Water Resources under the Directorate General of Water Resources, Ministry of Public Works and People's Housing which implements the management of water resources in the basin that includes planning, construction, operation and maintenance in the context of conservation and utilization of water resources and control of damaged water resources in rivers, lakes, reservoirs, dams and other water reservoirs, irrigation, ground water, raw water, swamps, ponds and beaches. Infrastructure development became the main activity at the Balai Wilayah Sungai Bali Penida, but in the implementation of work, employees tend not to obey the rules of working hours. The employee's lack of discipline has an impact on the decline in employee performance that has an impact on the organization's performance, especially in the year 2017, there are a number of delays in the completion of infrastructure development, from the 17 planned packages there are 6 work packages that are late in the settlement and this has never happened in the previous years. The delay in completion of the infrastructure development indicates that there is a decrease in performance at Balai Wilayah Sungai Bali Penida.

II. LITERATURE REVIEW

A. Performance

An organization or company is required to have qualified employees. A qualified employee is an employee whose performance can meet a predetermined target or goals. Mangkunegara (2005) stated that performance is the performance of work or work (output) both the quality and quantity of human resources achieved in carrying out the work duties in accordance with the responsibilities given to him. Mathis and Jackson (2006: 378) revealed that performance is basically what employees do or do not do. Rivai (2005: 15) stated that the performance is the willingness of a person or group of people to do something activity and perfect it in accordance with the responsibilities with the expected results. Rivai also explained that the essence of performance is an achievement achieved by a person in performing their duties or work in accordance with the standards and criteria established for the job. Based on these performance definitions, it can be said that the performance of employees is very important for the company or organization. Mathis and Jackson (2006: 378) which stated that in general there are several elements of employee performance, among others:

- 1) Quantity of results, that is the number of activities assigned and the results.
- 2) The quality of the results, which is the quality of work produced and the perfection of tasks to the skills and abilities of employees.
- 3) Timeliness of results, ie activities completed from the beginning until the output and completion of the work at a predetermined time and maximize the time available.
- 4) Attendance, ie the attendance rate of employees within the company or organization.
- 5) Ability to work together, which is the ability of employees in cooperation with colleagues and the environment.

B. Work Discipline

Discipline is the attitude, behavior and deeds in accordance with company regulations both written and unwritten. The rules include absenteeism, slow entry, and rapid employee turnover, so this is an employee disciplinary attitude that management needs to address, many of which define the discipline when employees always come and go home on time,

that opinion is just wrong one that is demanded by the organization, therefore discipline can be interpreted as written and unwritten behavior (Hasibuan, 2009: 212). Employee discipline is the behavior of a person in accordance with the rules, work procedures that exist or discipline are attitudes, behaviors and deeds in accordance with the rules of both written and unwritten organizations (Sutrisno, 2009: 94). Discipline tries to overcome mistakes and negligence caused by lack of attention, inability and delay. Discipline tries a slow or early start to work ending due to delays or benefits. Discipline also seeks to overcome differences of opinion between employees and prevent disobedience caused by misunderstanding and misinterpretation. Discipline is needed for further organizational goals as well as to maintain efficiency by preventing and correcting individual actions in bad faith towards the group, discipline strives to protect good behavior by setting the desired response (Sutrisno,2009:92). According to Rivai et al (2013) then the discipline can be seen from:

- 1) Adherence to applicable rules and work procedures, is the compliance of employees or employees in working against the rules and procedures of the standards that have been set.
- 2) Frequency of work attendance, is the level of absenteeism in work attendance.
- 3) Accuracy of working time, is the obedience of employees in hours of work entry according to the rules of working hours.
- 4) Accuracy of return time, is the obedience of employees in the time to finish work according to the rules of working hours.
- 5) Adherence time in working hours, is the level of compliance employees in meeting the rules of office hours

C. Leadership

Leadership is a very important factor in an organization because most of the success and failure of an organization is determined by leadership within the organization. According to Turney (in Yamin and Maisah, 2010) define leadership as a group of processes undertaken by a person in managing and inspiring a number of tasks to achieve organizational goals through the application of management techniques. According to Thoha (2010) leadership is an activity to influence the behavior of others, or art affect human behavior both individuals and groups. Leadership is one of the most important factors in an

organization, leaders have the ability to influence others or subordinate individuals and groups to direct into positive activities that have to do with work in order to achieve organizational goals. As well relation to work discipline, good leadership will affect the work discipline of employees in the organization, with good leadership example then discipline subordinates will also follow good (Hasibuan, 2012). Rivai et al (2013:162) stated that leadership can be reflected from the leader's leadership ability:

- 1) Telling, which is the ability to tell members what to do.
- 2) Selling, is the ability to sell or give ideas to employees.
- 3) Participating, is the ability to participate with members.
- 4) Delegating, is the ability to delegate to members

D. Motivation

Motivation in work is very important for the high low productivity of an organization. Without the motivation of the employees to work, then the company goals that have been set will not be achieved. With a motivation or a drive, one is expected to be able to keep trying to improve the spirit of working in an organization. Sutrisno (2009:146) stated that motivation is a factor that encourages a person to perform a certain activity. According to Siagian (2003:102), motivation is the impetus for a person to contribute as much as possible to the success of the organization to achieve its goals. Sedarmayanti (2007:233) also revealed

that motivation is a willingness to issue high levels of effort towards organizational goals conditioned by the ability of the effort to meet individual needs. McClelland stated that there are three needs that shape motivation (in Robbins and Timothy, 2015):

- 1) The need for attainment (nAch) is the drive for achievement, for achievement related to a set of standards.
- 2) The need for power (nPow) is the need to get others to behave in a way that will not be done without him.
- 3) The need for affiliation (nAff) is the desire for close relationship of friendship and interpersonal.

Motivation is a factor that encourages a person to perform a certain activity (Sutrisno,2009:146), the size of motivation can affect the establishment of discipline (Sutrisno,2014: 89). With the motivation or encouragement, one is expected to continue to strive to improve the spirit and discipline in work so that the goal can be achieved.

E. Concept Research Framework

Based on the formulation of the problem and the frame of thinking, in this study which is independent variable is leadership (X1) and motivation (X2), while the dependent variable is work discipline (Y1) and performance (Y2). In accordance with the number of variables identified, based on the framework previously described, then compiled a concept that explains the relationship between variables in this study.

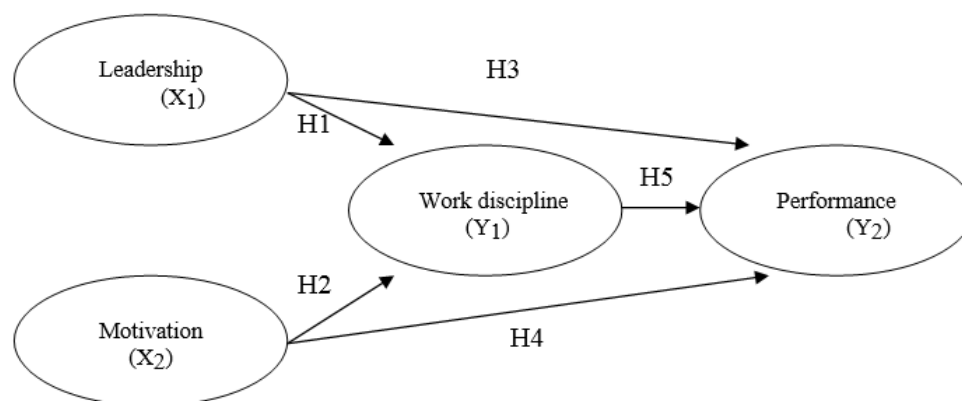


Figure. 1
Conceptual Research Framework

Hypothesis

H1: Leadership positively and positively influence to work discipline. because the leader will be an example for the

subordinates.

H2: The motivation has a positive and significant effect on the work discipline

shows that motivation has a positive and significant effect on the discipline.

H3: Leadership positively and significantly influence the performance.

H4: Motivation has a positive and significant impact on the performance

H5: Work discipline has a positive and significant influence on the performance

H6: The discipline of work mediates the influence of leadership on the performance

H7: The discipline of work mediates the influence of leadership on the performance

RESEARCH METHOD

This research is explanatory in the form of survey that aims to explain the existing phenomena and look for factual descriptions. To know the direct influence between the independent variable to the dependent variable, then after testing the hypothesis must be continued by testing the relationship model. Based on the hypothesis that has been prepared, it can be determined research variables. In this study, the independent variables are leadership (X1) and motivation (X2) while the dependent variable is work discipline (Y1) and performance (Y2) of civil servants. After the determination of the sample, it will be followed by data collection through the method of observation and distribution of questionnaires to the respondents. Based on data that has been collected, firstly tested the validity and reliability then will be done data analysis. The results of the data analysis will be interpreted and then drawn a conclusion and suggestion.

According to Sugiyono (2013:62), the sample is part of the number and characteristics possessed by the population. Since the sample part of the population, what is learned from the sample, the conclusion will be applicable to the population. For that sample taken from the population must be really representative (represent) then in this study the number of civil servants who are sampled is 64 people. The research instrument used to collect the data in this study was obtained by distributing questionnaires to civil servants at Balai Sungai Bali Penida, where the answers to questions were measured using Likert scale where respondents were asked to state their perceptions by choosing one of the alternatives answers that have a weight or score such as SD (Strongly Disagree) are given a score of 1, D (Disagree) is given a score of 2, AE (Agree Enough) is given a score of 3, A (Agree) is given a score of 4 and SA (Strongly Agree) score 5.

RESEARCH RESULT AND DISCUSSION

Based on the data obtained from the respondents, the characteristics of respondents majority by age is over 35 years old, whereas based on the working period is already more than 10 years of service and based on education majority is Bachelor Degree.

Validity Test of Research Instruments

Based on the research data, after validation process, the result of all statement items in each indicator of leadership, motivation, work discipline and performance is valid because it has correlation coefficient $> 0,30$ and t test is significant at level 0,05.

Reliability Test Research Instruments

The test results of instrument reliability are shown in Table 5.7. These results show that the alphacronbach value of each construct is > 0.60 which means that the reliability of all research variables is categorized well and accepted.

Descriptive Analysis

Description of variables conducted to determine the description of each variable seen from the frequency distribution of respondents' answers to the statement of variables studied for the interpretation of respondents' assessment.

Description of Leadership Variables

The average score for leadership variables is 4.04 with good criteria, where the highest average score of leadership variables is the participating and delegating indicator is 4.16 while the score below the average is selling of 4.00 and the telling of 3,86.

Description of Motivation Variables

The average score for the motivation variable is 3.71 with good criteria, where the highest average score of the motivation variable is the indicator of affiliate needs of 4.04 and the indicator of achievement requirement of 3.86 whereas the lowest score is the power requirement of 3, 23.

Description of Variable Work Discipline

The average score of work discipline variable is 3.84 with good criteria, where the highest score of the work discipline variable is an indicator of compliance with rules and

working procedures of 4.27 whereas the indicator of attendance frequency of work is the lowest score of 3.03.

Description of Performance Variables

Average score of performance variable is 3.99 with good criterion, where the highest average score of performance variable is indicator of ability to cooperate equal to 4,20 while indicator of punctuality and attendance is below average score that is 3,95 and 3.62.

Inferential Analysis

Evaluation of Measurement Model (Measurement Model or Outer Model)

1) Convergent validity. An indicator is said to be valid, if the outer loading coefficient is between 0.60 to 0.70 but for theoretical analysis it is not clear then outer loading 0.50 is recommended (Lathan and Ghazali, 2012:78), and significant at alpha level 0.05 or t- statistics 1.96. The result of the analysis shows that there are 3 indicators have outer loading value <0.50 which is indicator of affiliation requirement (X22), indicator of work attendance frequency (Y12) and indicator of ability to work together (Y25), then reconstructed model by issuing all three indicators.

1)

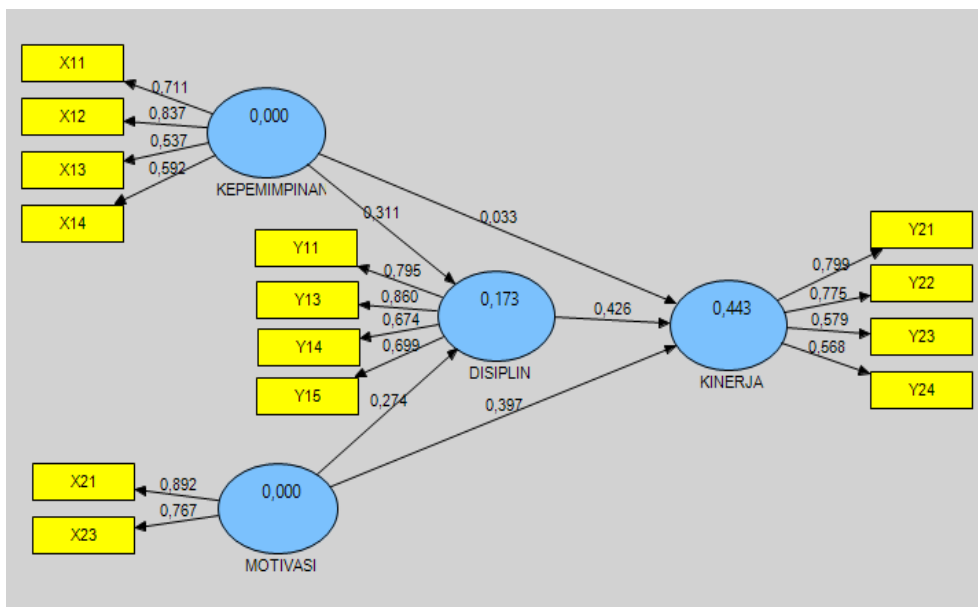


Figure. 2
Outer Loading and Path Analysis Estimated Results After Reconstruction

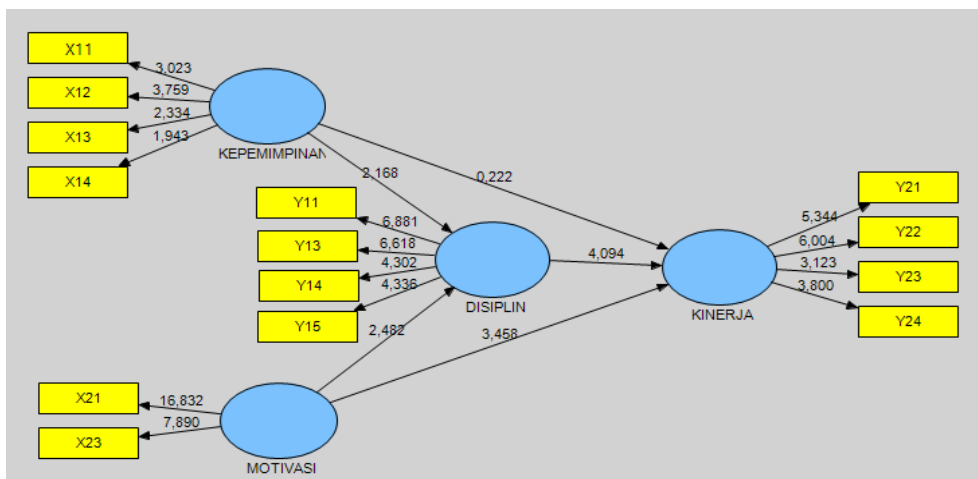


Fig. 3
Bootstrapping After Reconstruction (Statistics Test)

2) Discriminant Validity. A variable is said to be valid, if the root AVE ($\sqrt{\text{AVE}}$ or Square root Average Variance Extracted) each construct is greater than the correlation value between the constructs (Lathan and Ghozali, 2012:78-79), and each AVE value is greater than 0.50. The results of the analysis show that the value of each construct $\sqrt{\text{AVE}}$ ranges from 0.68 to 0.83 greater than the correlation value between constructs of magnitude between 0.17 to 0.55, and AVE values of each construct > 0.50 which ranges from 0.56 to 0.69, so it is eligible valid based on discriminant validity criteria.

3) Composite Reliability and Cronbach Alpha. A measurement can be said to be reliable, if the composite reliability and Cronbach Alpha has a value greater than 0.70. The result of analysis shows that the value of composite reliability of each construct has shown value greater than 0.70 so that it is qualified reliable based on composite reliability criteria. While the value of Cronbach Alpha also shows the value of each construct is higher than 0.70, so that of the two criterias have qualified construct reliability.

Evaluation of Structural Model (Structural Model or Inner Model)

Evaluation of Structural Model is a measure to evaluate the level of accuracy of the model in the overall study, formed through several variables along with its indicators.

1) Evaluation of Structural Model Through R-Square (R2). The result of the analysis shows that the discipline R2 value is 0.17; based on the criteria of Chin (Lathan and Ghozali, 2012: 85), the model includes weak criteria, the meaning is the variation of leadership and motivation able to explain the discipline variation of 17.00 percent, the

remaining 83.00 percent is explained by variations of other variables outside the model analyzed. While the performance has a R-square value of 0.44 or including moderate to strong, meaning leadership variation, motivation and discipline able to explain the variation of performance that is equal to 44.00 percent the remaining 56.00 percent explained by variations outside the model.

2) Evaluation of Structural Model through Q-Square Predictive Relevance (Q2). The strong criteria for model weakness measured by Q-Square Predictive Relevance (Q2) according to Lathan and Ghozali (2012: 85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The Q-Square formula is: $Q2 = 1 - (1 - R12)(1 - R22)$. The value of Q-Square is $= 1 - (1 - 0.17)(1 - 0.44) = 1 - 0.46 = 0.54$, based on this result the estimation model is included in strong criteria, meaning that 54.00 percent of endogenous constructing variations can be predicted by exogenous constructing variations.

3) Evaluation of Structural Model through Goodness of Fit (GoF). The value of Goodness of Fit (GoF) is getting closer to 0 (zero), indicating the model the less good, the opposite getting away from 0 (zero) and getting closer to 1 (one), then the model is better. The strong criteria for weakness of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghozali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small). The results of the analysis show that the value of $\sqrt{\text{AR}2} * \text{A.Com} = \sqrt{0.31} * 0.55 = 0.41$ That is a global model is a good predictive (large).

4) Analysis Path and Hypothesis Test, which is expected is Ho rejected or sig value <0,05 (or statistic t value > 1,96) with level of significant 0,05).

Table 2
Analysis Path and Statistical Test

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Significance
DISCIPLINE -> PERFORMANCE	0,43	0,43	0,10	0,10	4,09	Significant
LEADERSHIP -> DISCIPLINE	0,31	0,33	0,14	0,14	2,17	Significant
LEADERSHIP -> PERFORMANCE	0,03	0,02	0,15	0,15	0,22	Not Significant
MOTIVATION -> DISCIPLINE	0,27	0,26	0,11	0,11	2,48	Significant
MOTIVATION -> PERFORMANCE	0,40	0,39	0,11	0,11	3,46	Significant

Based on Table 2, Analysis Path and Statistics Test show that:

- 1) Work discipline has a positive effect of 0.43 on performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 ie 4.09.
- 2) Leadership positively affects the discipline of 0.31, and the relationship is significant with t value is 2.17 greater than T-table that is equal to 1.96.
- 3) Leadership positively affects 0.03 on performance, and the relationship is not significant with t value is 0.22 smaller than the value of T-table that is 1.96.

- 4) Motivation has a positive effect as much as 0.27 on the discipline and the relationship is significant with the value of t count is 2.48.
- 5) Motivation has a positive effect of 0.40 on performance and significant with t value of 3.46.

Influence of mediation analyzed include direct and indirect effect analysis, analysis in this research using examination method. The method of examination by way of doing two analyzes, those are the analysis by involving the mediation and analysis variables without involving the mediation variables.

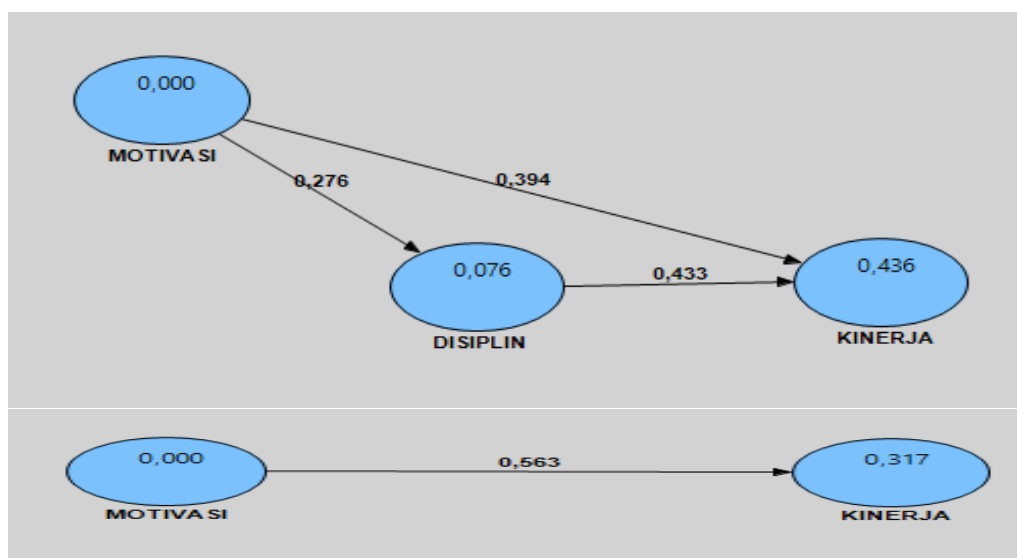


Figure. 4
The Role of Discipline Mediation on Leadership to Performance

Based on Figure 5, it turns out that discipline is a mediation between motivation to performance, because the direct relationship of motivation to coefficient performance is greater than the relationship of motivation to performance through disciplinary mediation, while all relationships show significant at level 0,05 either direct or indirect relationship.

Discussion

The Influence of Leadership against Civil Servant Work Discipline at Balai Wilayah Sungai Bali Penida

Based on the test results about the influence of leadership on the discipline of work, showing where leadership has a positive and significant impact on the discipline of work. These results give meaning that the better the leadership the work discipline will be better too. Thus the hypothesis in this study which states that leadership has a positive and

significant effect on the work discipline of civil servants at Balai Sungai Bali Penida is proven. The results of this study are in line with research conducted by Brahmasari and Siregar (2009), Liyas (2017), Mahendra and Brahmasari (2014), Ondari et al (2016), Susanty and Brahmasari (2012) which show that leadership has a positive and significant impact on discipline.

Influence of Motivation against Work Discipline of Civil Servants at Balai Wilayah Sungai Bali Penida.

Based on test results about the influence of motivation on the work discipline, show where the motivation has a positive and significant impact on the work discipline. These results give meaning that the more motivation increases the employee work discipline better. Thus the hypothesis in this study which states that the motivation has a positive and

significant effect on the work discipline of civil servants at Balai Sungai Bali Penida is proven. The results of this study are in line with research conducted by Anggorowati and Suhartini (2012), Dessy and Wibawa (2015), Farid et al (2016), Susanty and Baskoro (2012) which show that motivation has positive and significant influence on discipline.

The Influence of Leadership against the Performance of Civil Servants at Balai Wilayah Sungai Bali Penida

Based on the test results on the influence of leadership on performance, showing where leadership has a positive but not significant impact on performance. This result means that although leadership is better, but unable to improve the performance of employees, it is caused by the characteristics of respondents. Respondents according to the dominant level of education are Bachelor degree who are considered able to work and understand the work in accordance with the procedure as a reference without having to wait for direction from the leadership. Characteristics of respondents by dominant employment is more than 10 years, respondents with a working period of more than 10 years tend to be less affected by leadership, with work experience more than 10 years they are accustomed to work without always dependent on leadership, it is similar to the characteristics of respondents according to the age of the relative is over 35 years, so with experience in their work is not always dependent on leadership. Thus the hypothesis in this study which states that leadership has a positive and significant effect on the performance of civil servants at Balai Sungai Bali Penida is not proven. The results of this analysis are not in line with the results of research conducted by Cahyono (2012), Inaray et al (2006), Nyagaka and Odongo (2013), Rahardjo et al (2014), and Suprpta et al (2015) which states that leadership has a positive and significant impact on performance.

The Influence of Motivation against The Performance of Civil Servants at Balai Wilayah Sungai Bali Penida

Based on test results about the influence of motivation on the performance shows where the motivation has a positive and significant impact on performance. These results give meaning that the more motivation increases the performance of employees increased significantly. Thus the hypothesis in this study which states that motivation have a positive and

significant effect on the performance of civil servants at Balai Sungai Bali Penida is proven. The results of this study are in line with research conducted by Cong and Van (2013), Juniantara and Riana (2015), Mensah and Taiwah (2013), Setiawan (2015) which show that motivation has a positive and significant effect on performance.

The Influence of Work Discipline against the Performance of Civil Servants at Balai Wilayah Sungai Bali Penida

Based on test results about the influence of work discipline on the performance shows where the work discipline has a positive and significant impact on performance. This result means that the better work discipline so that the performance of civil servants at the Balai Wilayah Sungai Bali Penida increased significantly. Thus the hypothesis in this study which states that the work discipline has a positive and significant effect on the performance of civil servants at Balai Wilayah Sungai Bali Penida proven. Based on the results of the analysis with a good work discipline can improve performance better than leadership and motivation, and to realize a good work discipline required good leadership and increased motivation. The results of this study are also in line with research conducted by Liyas and Primadi (2017), Mailiana (2016), Njoroge and Nyabuto (2014), Pangarso and Susanti (2016), Susanty and Baskoro (2012) indicate that discipline has a positive and significant influence on performance.

The Role of Work Discipline in Mediating The Effect of Leadership against The Performance of Civil Servants at Balai Wilayah Sungai Bali Penida

Based on the results of the analysis, the work discipline is a full mediation between leadership and performance, because in accordance with the results of analysis that the direct relationship of leadership to performance is not significant, it means that good leadership does not necessarily improve employee performance. While the indirect relationship based on the results of the analysis shows that both leadership to work discipline and work discipline on performance is significant. This means that to improve the performance of the work discipline must be good and to realize a good work discipline is if the leadership is also good. This is in line with research conducted by Brahmasari and Siregar (2009), Susanty and Baskoro (2012) which states that discipline

plays a role in mediating the influence of leadership on performance.

The Role of Work Discipline In Mediating The Effect of Motivation against The Performance of Civil Servants at Balai Wilayah Sungai Bali Penida

Based on the results of work discipline analysis is a mediation between motivation and performance, based on the results of the analysis shows that the direct relationship of motivation to the performance of the coefficient greater than the relationship of motivation to performance through mediation discipline and all relationships is significant both the direct relationship between motivation with performance and relationships directly between motivation and performance through mediation of work discipline. This means that performance improvement can be realized if motivation is improved and work discipline is getting better because of increased motivation. This is in line with research conducted by Suparta (2017) which states that discipline is a mediation of some influence of motivation on performance.

Research Implication

Based on the results of data analysis and discussion of research results, then the performance of civil servants at the Balai Wilayah Sungai Bali Penida can increase the highest influenced by work discipline and good work discipline can be realized by good leadership and increased motivation.

CONCLUSION & SUGGESTION

Conclusion

- 1) Leadership has a positive and significant influence on the work discipline of civil servants at the Balai Wilayah Sungai Bali Penida. This result means that the better the leadership the better the work discipline of civil servants at Balai Sungai Bali Penida.
- 2) Motivation has a positive and significant influence on the work discipline of civil servants at Balai Sungai Bali Penida. These results give meaning that the more motivation increases the better the work discipline of civil servant at Balai Sungai Bali Penida.
- 3) Leadership has a positive and insignificant influence on the performance of civil servants at the Balai Wilayah Sungai Bali Penida. This result means that although the

leadership is better, but not necessarily able to improve performance, so to improve the performance required the role or mediation of work discipline, with good leadership, the work discipline will be better and ultimately will improve the performance of civil servants at Balai Wilayah Sungai Penida Bali.

- 4) Motivation has a positive and significant influence on the performance of civil servants at the Balai Wilayah Sungai Bali Penida. These results give meaning that the more motivation increases the performance of civil servants at Balai Sungai Bali Penida is also increasing.
- 5) Work discipline has a positive and significant influence on the performance of civil servants at the Balai Wilayah Sungai Bali Penida. This result means that the better the work discipline, the performance of civil servants at the Balai Wilayah Sungai Bali Penida is increasing.
- 6) Work discipline is a full mediation between leadership on the performance of civil servants at the Balai Wilayah Sungai Bali Penida. This means that to improve the performance of the work discipline should be good and to realize a good working discipline is if the leadership at the Balai Wilayah Sungai Bali Penida is also good.
- 7) Work discipline is a partial mediation between the motivation on the performance of civil servants at the Balai Wilayah Sungai Bali Penida. This means that increased motivation will improve performance or improve work discipline because increased motivation can also improve the performance of civil servants at the Balai Wilayah Sungai Bali Penida.

Suggestion

- 1) The ability of leaders in providing ideas is important in realizing good leadership, for the future leaders at the Balai Wilayah Sungai Bali Penida should be more routinely follow the activities of education and training or training related to the implementation of work that adds insight and ability of a leader in solve problems related to the implementation of the work, so the ability of leaders in providing ideas to subordinates can be increased which in turn embodies good leadership. In addition to that it is also recommended for the holding of a program such as character building, especially for leaders who are

expected to form a better leadership so that leaders can provide examples to subordinates who ultimately realize better work discipline to improve performance

- 2) Motivation plays an important role in improving work discipline and employee performance, to improve motivation, the needs of employees must be met, one of which is the need for achievement. For that in the future should be an exemplary employee program with a series of assessments to determine the best employee, this will motivate employees to better achievement in work as well as a selection and promotion of employees as a consideration and assessment by the leadership of the employee. In addition, the need for power is considered to be a priority, this is due to the lack of opportunities obtained by employees to hold certain positions, then in the future needs to be held assessment programs or examinations with a clear mechanism and transparent results to occupy certain positions at Balai Sungai Bali Penida thus providing wider opportunities with clear mechanisms to occupy a particular position and this will certainly increase the motivation of competing employees in a healthy way to achieve the desired position.
- 3) The discipline of work plays a very important role in improving the performance of civil servants at Balai Sungai Bali Penida, then the discipline of work must receive serious attention, in addition to increasing the motivation and leadership it can be realized by the implementation of strict sanctions and implemented in accordance with the rules indiscriminately, the example of a leader is the main key in this case, so that good work discipline can be realized and ultimately improve performance

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