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The effect of discipline, organizational culture and leadership style on the performance of youth and sports service employees kerinci district

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ABSTRACT

This study aims to see the effect of (1) Discipline towards the performance of the Youth and Sports Office of Kerinci Regency (2) Organizational culture on the performance of the Youth and Sports Office of Kerinci Regency (3) Leadership Style on the Performance of Kerinci District Youth and Sports Service Employees (4) Discipline, organizational culture and leadership style have an effect on the performance of the employees of the Kerinci District Youth and Sports Service. The population in this study is all There are 35 employees of the Kerinci Regency Youth and Sports Office. The results of this study indicate that (1) Discipline has a positive significant effect on the performance of the Youth and Sports Office of Kerinci Regency (2) Organizational culture provide a positive influence on the performance of the Youth and Sports Office of Kerinci Regency (3) Leadership Style give a positive influence on the performance of the employees of the Youth and Sports Office of Kerinci Regency (4) Discipline, organizational culture and leadership style jointly have a positive effect on the performance of the employees of the Youth and Sports Office of Kerinci Regency.



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Introduction

The low performance of employees is a problem that needs to be considered by every agency, because employee performance will affect the quality and quantity of the agency in facing competition along with the times. According to (Hamid, 2016), good performance is optimal performance, namely performance that is in accordance with agency standards and supports the agency's goals. According to (Siagian, 2002), employee performance is an employee's work result or performance which is assessed in terms of quality and quantity based on work standards determined by the agency. Employee performance is a real behavior produced by employees as work performance in accordance with their role in the agency. Employee performance is a series of employee behaviors that contribute, both positively and negatively to the completion of organizational goals (Suwondo, 2015).

Issues and problems in the field of Youth and Sports are complex and cross-sectoral. It is said to be complex because of the many interrelated factors as the cause of the lack of youth participation in development and unstable sports achievements. While it is called a cross-sectoral issue because the problem is almost all sectors, therefore the handling must involve all sectors. Realizing this, the Kerinci District Youth and Sports Office, which is a regional apparatus organization that was given the mandate and duties and

responsibilities in handling the development of the youth and sports sector in Kerinci Regency, has set goals and targets as an elaboration of the regent's vision and mission as well as a guide for dealing with these issues and problems. The measure of the success of the performance of the Youth and Sports Office of Kerinci Regency is seen from the extent to which these targets are achieved, it is necessary to evaluate the results of these achievements, which are poured into a report called the Government Agency Performance Report. The following is the performance data of the Kerinci Youth and Sports Office employees:

Table 1 <Data on Employee Performance Reports at the Youth and Sports Service
Kerinci District>

No	Target	2019	2020	Target	Information
1	Improved performance accountability	90	88	100	Has not succeeded
2	Increasing the quality of public services	85	75	100	Has not succeeded
3	Improving the quality of the youth sector	80	80	100	Has not succeeded
4	Increasing the quality of the student sports field	88	79	100	Has not succeeded
5	Increasing number of entrepreneurs	90	88	100	Has not succeeded
	Average	86.6	82	100	Has not succeeded

Source: Department of Youth and Sports

Based on table 1, it can be seen that the data on performance measurement reports at the Youth and Sports Office decreased on average each year. In the month of 2019 the value in the performance recapitulation is 86.6%, in 2020 82%, this shows the recapitulation of employee performance decreases every year.

One way that can be done by agencies in improving the quality of performance is by paying attention in the form of discipline, improving the discipline given by the agency to its employees. In addition, the most important thing that must be done by the agency, is how employees can enjoy their work so that employees can do their work without any pressure (Rivai, 2009). Various matters related to the position and problems of employees are clearly regulated, including: obligations and prohibitions, disciplinary penalties, administrative efforts and the imposition of disciplinary penalties. Employees who do not come to work are given sanctions in stages. Starting from sanctions that are classified as light discipline, moderate discipline and severe discipline. Discipline is an important asset that must be owned by every employee because service delivery is closely related to service time. However, ironically, employee discipline is still relatively low.

The successful achievement of employee performance at the Youth and Sports Office of Kerinci Regency is inseparable from the performance of Civil Servants (PNS). One of the agency's efforts in maintaining employee performance is by paying attention to the agency's organizational culture. According to Schein in (Ariani, 2015) organizational culture is a pattern of assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the individual's internal environment.

The way and pattern of behavior of the leader is defined by the subordinates who work with him as a leadership style. According to (Simamora, 2016) Leadership is the ability to give constructive influence to others to make a cooperative effort to achieve the goals that have been planned. (Rivai, 2015), Leadership (Leadership) is the process of influencing or setting an example to his followers through the process of communication in an effort to achieve organizational goals.

Method

The population in this study were all employees at the Youth and Sports Office of Kerinci Regency, totaling 35 people. The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation.

Results and Discussions

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The following results of the Variable Normality test can be seen in Table 2.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		Performance	Discipline	Organizational culture	Leadership Style
N		35	35	35	35
Normal Parameters	mean	41.7538	42.8462	60.6154	26.5231
	Std. Deviation	4.33745	3.11865	3.37126	2.23682
Most Extreme Differences	Absolute	.152	.120	.111	.192
	Positive	.092	.076	.111	.134
	negative	-.152	-.120	-.065	-.192
Kolmogorov-Smirnov Z		1.222	.965	.894	1.149
asympt. Sig. (2-tailed)		.101	.310	.401	.216
a. Test distribution is Normal.					

Source: SPSS output results, 2022.

From Table 2 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is $0.101 > 0.05$ the discipline variable (X1) is $0.310 > 0.05$; organizational culture variable (X2) is $0.401 > 0.05$; leadership style variable (X3) is $0.216 > 0.05$. So it can be concluded that the variables of performance, discipline, organizational culture, and leadership style in the Youth and Sports Office of Kerinci Regency are normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables $= 0$ (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 Multicollinearity Test Results

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Discipline	0.984	1.016
	Organizational culture	0.957	1.045
	Leadership Style	0.968	1.034
a. Dependent Variable: Performance			

Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance from the residual of one observation to another observation remains, it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

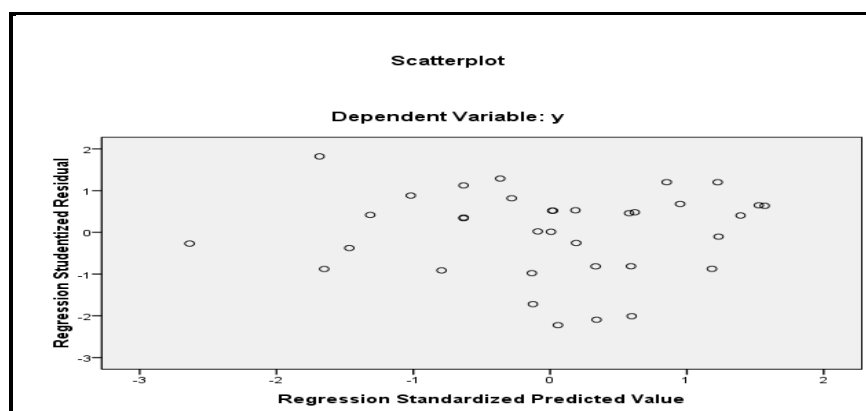


Figure 1 <Heteroscedasticity Test Results>

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

		Coefficients ^a				
		Unstandardized Coefficients	Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	47,649	14,693		3,243	.002
	Discipline	.454	.137	.039	3.305	.001
	Organizational culture	.131	.047	.102	2,784	.036
	Leadership Style	.210	.051	.005	4041	.000
a. Dependent Variable: Y						

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

From table 4, the form of the regression equation model for the influence of organizational culture, organizational culture, leadership style on employee performance at the Youth and Sports Office of Kerinci Regency is as follows:

$$Y = 47,649 + 0.454(X_1) + 0.131(X_2) + 0.210(X_3) \dots \dots \dots (2)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 47,649 which means that if discipline, organizational culture, leadership style is zero, then the value of the performance variable is at 47,649. This means that the variables of organizational culture, organizational culture, leadership style contribute to improving the performance of the Youth and Sports Office of Kerinci Regency.

- b. Discipline regression coefficient value is positive 0.454. This means that if Discipline increases by one unit, it will result in an increase in Performance of 0.454 unit.
- c. The value of the organizational culture regression coefficient is positive, namely 0.131. This means that if the organizational culture increases by one unit, it will result in an increase in employee performance by 0.131 unit.
- d. The value of the leadership style regression coefficient is positive, namely 0.210. This means that if the leadership style increases by one unit, it will result in an increase in employee performance of 0.210 unit.

Statistical test t test and F . test (t test)

This (partial) t-test is intended to determine the partial (individual) effect of discipline, organizational culture and leadership style on employee performance Youth and Sports Office of Kerinci Regency. From table 4.15 it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis put forward, that discipline partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the discipline variable is $0.001 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between discipline on the performance of the Kerinci Youth and Sports Office employees.

Hypothesis Testing 2

The second hypothesis proposed is that organizational culture partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0.036 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational culture on the performance of the employees of the Youth and Sports Office of Kerinci Regency.

Hypothesis Testing 3

The third hypothesis proposed is that leadership style partially positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership style variable is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between leadership style on the performance of the employees of the Youth and Sports Office of Kerinci Regency.

F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, it can also be done simultaneously test (F test) of the independent variables together on the dependent variable.

Hypothesis Testing 4

Discipline, organizational climate, and leadership style together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the variables of discipline, organizational culture, and leadership style is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between discipline, organizational culture, and leadership style on the performance of the Kerinci Youth and Sports Office employees. As can be seen in table 5:

Table 5 <F . Test Results>

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.047	3	4.349	4.223	.000a
	Residual	1191.014	31	19,525		
	Total	1204,062	34			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R^2 square used for research with 2 variables and the

value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6 <R Square Test Results>

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.817	.799	4.41869
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2022)

Based on the results of the analysis R square is 0,817 this means that 81.7% of employee performance is influenced by the independent variables of discipline, organizational culture, leadership style. While the remaining 19.3% is influenced by other variables outside the model.

Discussion

The discussion of the research results is intended to explain and interpret the research results.

Influence Discipline on the Performance of Youth and Sports Service Employees of Kerinci Regency.

The results of this study indicate that discipline has a significant positive effect on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This indicates that discipline determines the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that the better and higher the discipline of employees in the agency, it will improve employee performance.

From the results of this study, it can be seen that the work discipline variable has a coefficient of 0.454 which means that discipline has the greatest influence from other variables. This indicates that discipline can play a role in improving employee performance. If the Youth and Sports Office of Kerinci Regency wants to improve employee performance, it must improve employee discipline in the agency.

This is in line with the opinion of (Hamali, 2016) Discipline is a force that develops within the employee's body and causes employees to conform voluntarily to regulatory decisions, and high values of work and behavior. According to (Handoko, 2017) discipline is a management activity to implement organizational standards.

The results of this study are in line with the research of Primanita Putri Darmanto, S.Pd (2017) which shows that discipline has a positive and significant effect on employee performance. (Nuryana, 2015) the results of his research also show that discipline has a significant effect on employee performance. So it can be concluded that discipline has a significant effect on the performance of the Youth and Sports Office of Kerinci Regency.

Influence Organizational Culture on Employee Performance of the Youth and Sports Office of Kerinci Regency.

The results of this study indicate that organizational culture has a significant positive effect on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This indicates that the organizational culture of employees determines the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that the better and better the organizational culture in the agency, the better the employee's performance.

From the results of this study, it can be seen that the work organization culture variable has a coefficient of 0.131 which means that the culture of the work organization has a greater influence than the other variables. This indicates that organizational culture can play a role in improving employee performance. If the Youth and Sports Office of Kerinci Regency wants to improve employee performance, it must create a good organizational culture in the agency.

This is in line with the opinion of (Ariani, 2015) organizational culture is a pattern of assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment..

The results of this study are in line with research (Imran hatumena, 2016) which shows that organizational culture has an effect on employee performance. So it can be concluded that organizational culture has a significant effect on the performance of the Youth and Sports Office of Kerinci Regency.

Influence Leadership Style on Employee Performance at the Youth and Sports Office of Kerinci Regency.

The results of this study indicate that leadership style has a significant positive effect on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This indicates that the leadership style determines the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that the better and better the leadership style of employees in an agency will improve employee performance.

From the results of this study, it can be seen that the leadership style variable has a coefficient of 0.210 which means that leadership style has a great influence. This indicates that leadership style can play a role in improving employee performance. If the Youth and Sports Office of Kerinci Regency wants to improve employee performance, it must create a good leadership style in the agency.

This is in line with the opinion of Priansa (2018) "stating that a set of traits used by leaders to influence subordinates so that goals are achieved or leadership styles are patterns of behavior and strategies that are preferred and often applied by a leader.

The results of this study are in line with research (Imran hatumena, 2016) which shows that there is a significant positive effect between leadership style on employee performance. So it can be concluded that leadership style has a significant effect on the performance of the Youth and Sports Office of Kerinci Regency employees

Influence of Organizational Culture, Organizational Culture, Leadership Style on the Performance of the Youth and Sports Office of Kerinci Regency.

The results of this study indicate that organizational culture, organizational culture, leadership style together have a significant influence on the performance of the employees of the Kerinci District Youth and Sports Office. This indicates that discipline, organizational culture, leadership style determine the performance of the employees of the Youth and Sports Office of Kerinci Regency with a F ANOVA test value of 0.000. This means that discipline, organizational culture, leadership style will improve employee performance.

This is in line with the research, Primanita Putri Darmanto, S.Pd (2017) (Nuryana, 2015) (Imran hatumena, 2016) which shows that the results show that there is a significant influence between discipline, organizational culture and leadership style on employee performance. So it can be concluded that the hypothesis of this study, namely discipline, organizational culture and leadership style simultaneously have a significant effect on the performance of the Kerinci District Youth and Sports Service employees.

Conclusion

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Discipline has a positive influence on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that employee performance will increase if employee discipline in the agency is high for employees and leaders, so as to be able to provide encouragement to employees in improving performance, thus the first hypothesis (H1) is accepted.
2. Organizational culture has a positive influence on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that employee performance will increase if the organizational culture is good so that it can provide morale to employees in carrying out their work. The better the organizational culture of employees in the agency, the lower the performance of employees in carrying out their work in the agency, thus the second hypothesis (H2) is accepted.
3. The leadership style has a positive influence on the performance of the employees of the Youth and Sports Office of Kerinci Regency. This means that employee performance will increase if the employee's leadership style is high, it will improve performance at work, thus making employees enthusiastic about doing a good job. Thus, the third hypothesis (H3) is accepted.
4. Organizational culture, organizational culture, leadership style together have an influence on the performance of the employees of the Kerinci District Youth and Sports Office. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 as a result H_0 is rejected and H_a is accepted. Variables of discipline, organizational culture and leadership style together affect the performance of the employees of the Youth and Sports Office of Kerinci Regency.

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