

Evaluating Employee Performance through Work Motivation, Work Discipline, and Leadership Style

Filomeno Cardoso^{*a}, Pius Bumi Kellen, SE, Mm^b, Augusto Da Conceição Soares, SE, Mm^c

Institute of Business(IOB), Dili, Timor Leste

**Corresponding Author*

ABSTRACT

The aim of this research is to determine and analyse work motivation and discipline work and leadership style influence employee performance in the Municipal office Covalima. This research explains the causal relationship between research variables. According to Sugiyono (2014) causal research method is a research method to find out the influence of one or more independent variables on the dependent variable(dependent variable), in this research to determine the influence of the independent variable, namely work motivation, work discipline and leadership style on the dependent variable, namely performance employee at the Covalima Municipal office. The results of the research findings work motivation has a positive and significant effect on Employee performance, meaning that with motivation, employees can do something work with enthusiasm. Without motivation, an employee will not get results the maximum for the work he completed. Even when an employee have high knowledge and skills but if you don't have enough motivation then the work he does will not be as expected. Work discipline has an effect positive and significant on employee performance, meaning that there is work discipline then employee performance can increase. Work discipline is a very important attitude required by everyone in an effort to improve performance in order to achieve goals organization. Leadership style has a positive and significant effect on performance employees, meaning that in carrying out their work duties employees will be motivated if they are stylish leadership consisting of directive leadership, supportive leadership, Participative leadership and achievement-oriented leadership are applied accordingly with employee hopes and desires.

KEYWORDS: work motivation, work discipline, leadership style, employee performance

I. INTRODUCTION

Civil Servants or Public Servants in a government institution are essential assets. Without employees, an institution will find it challenging to achieve its goals. To achieve the best results, high-quality human resources (HR) are crucial. The success of an institution depends not only on complete equipment, facilities, and

infrastructure but more on the human resources carrying out the work. The success of an institution is significantly influenced by the individual performance of its employees, with the hope that the institution's objectives can be achieved. Performance essentially encompasses mental attitudes and behaviors that always view the current work as needing to be of higher quality than past work, and the future work should be of higher quality than the present. An employee will take pride and satisfaction in the achievement based on the performance contributed to the institution.

Good performance is a desirable state in the working world. An employee will achieve good work performance if their performance meets the standards, both in terms of quality and quantity.

Several factors influence employee performance, one of which is work motivation. Work motivation is an internal and external drive within an individual to perform a job with high enthusiasm, utilizing all their abilities and skills, aiming to produce high-quality and quantitative work results. To achieve quality and quantity in work results, an employee needs intrinsic work motivation, which will influence their work spirit and improve their performance.

Some issues faced by employees at the Municipiu Covalima Office include: (1) some employees still exhibit laziness at work, preferring to relax more than working, (2) some prioritize personal interests over the office's interests in performing their duties, (3) when mistakes occur at work, employees lack initiative to rectify them, and (4) there is still a shortage of employees in generating new ideas to complete tasks.

A crucial factor determining employee performance is work discipline. Discipline is essential for the growth of government institutions, primarily used to motivate employees to discipline themselves in carrying out individual or group work. Additionally, discipline is useful in educating employees to comply with and appreciate existing regulations, procedures, and policies, leading to good performance.

Government Regulation on employee discipline Lei n° 8/2004, de 16 de junho contains obligations, prohibitions, and disciplinary sanctions that can be imposed on employees proven to have committed violations. Imposing disciplinary sanctions aims to guide employees who have violated rules, encouraging them to feel remorseful and strive not to repeat their mistakes while improving themselves in the future.

The discipline issues at the Municipiu Covalima office involve several work discipline-related problems. These include a lack of awareness among some employees regarding the importance of work discipline, evident from the accumulation of unfinished tasks. Issues also include employees arriving late to the office, as observed from the attendance records. Some employees arrive late after the break, and others are found not in their assigned rooms during working hours, neglecting their responsibilities and the established regulations. This situation can impact employee performance and lead to the failure of the institution's goals.

Leadership is considered a factor that can improve employee performance. The better a leader manages their human resources, the better the employees' performance. Leadership is a process of influencing others to understand and agree on what needs to be done, how tasks should be performed effectively, and facilitating

individual and collective efforts to achieve common goals. A leader is recognized as such when they can influence and direct their subordinates toward the institution's goals and actively participate in a context of continuous and uncertain change.

In the Municipiu Covalima office, leadership problems are influenced by political factors. Each new government, led by a political party running the government, tends to revamp all positions, including director and department head positions. Another issue is the lack of work discipline among some employees who do not adhere to the working hours stipulated in Lei Funsau Publik or the Government of Timor-Leste Legal Regulations Lei Função Público No.08/2004 de Junho. Civil servants are expected to fulfill their duties and responsibilities in providing the best service to the entire Timor-Leste community.

Research by Rommy B.R, et al. (2016), found that leadership, motivation, and work discipline have a positive and significant impact on employee performance in the Directorate General of State Assets in Sulawesi, North Maluku, and Maluku. Another study by Billy Tamarindang et al. (2017) concluded that Leadership Style and Motivation did not influence Employee Performance, but work discipline had a significant impact on employee performance at Bank BNI Manado Branch. Aries S and Sigit W.B's research (2012) indicated that motivation and leadership style had a significant positive impact on work discipline and employee performance. However, the study could not prove that motivation had a significant positive impact on employee performance (Case Study at PT. PLN (Persero) APD Semarang). Etty P.L's research (2014) demonstrated that work motivation, work discipline, and leadership style had a positive and significant relationship with employee performance, indicating that these factors collectively influence employee performance. Kepi Kusumayanti et al. (2020) found that Work Motivation, Work Discipline, Work Environment, and Leadership Style had a positive and significant impact on Civil Servants' Performance in the Department of Industry and Trade of Batam City Government. Hendrawati H and Kurniawaty (2020) showed that Leadership Style, Motivation, and Work Discipline had a positive and significant impact on the performance of Bajeng District Government Apparatus in Gowa Regency.

Therefore, the researcher is interested in investigating the title "The Influence of Work Motivation, Work Discipline, and Leadership Style on Employee Performance at the Municipiu Covalima Administration Office."

A. Problem Statement

How does work motivation affect employee performance at the Administrasaun Municipiu Covalima office?

How does work discipline affect employee performance at the Administrasaun Municipiu Covalima office?

How does leadership style affect employee performance at the Administrasaun Municipiu Covalima office?

B. Research Objectives

To determine and analyze work motivation affects employee performance at the Covalima Administrasaun Municipiu office.

To determine and analyze work discipline affects employee performance at the Administrasaun Municipiu Covalima office.

To determine and analyze the effect of leadership style on employee performance at the Administrasaun Municipiu Covalima office.

C. Research Benefits

1) Theoretical Benefits:

- a. The results of this study are expected to be useful for writers and readers as additional insight and knowledge regarding the application of work motivation, work discipline and leadership style to employee performance.
- b. Can be used as a source of reference and consideration for students of the Faculty of Economics and Business (IOB) who will develop research related to HRM.

2) Practical Benefits:

a) For the Government

This research is expected to be input and evaluation material for Autoridade Municipio Covalima in making policies, especially Autoridade Municipio Covalima in providing job promotions and employee performance.

b) For the Community

This research is expected to provide an overview of HR Management in Autoridade Municipal Covalima, so that people can provide input suggestions so that the performance of civil servants is as they expect.

c) For Further Researchers

The results of this study can be used as a reference for researchers who want to conduct social research on the application of work motivation, work discipline and leadership style to employee performance.

II. LITERATURE REVIEW

A. Work Motivation

Motivation, as defined by Nawawi (2006:327), is the "impulse or desire that causes someone to do something." The behavior of an individual is essentially determined by their desire to achieve various goals, which is another term for motivation. Thoha (2012:253) describes motivation as the driving force behind an individual's engagement in activities to achieve objectives. Meanwhile, Malthis (2001) sees motivation as an inner desire that prompts a person to take action. Rivai (2015) defines motivation as a set of values and attitudes influencing an individual to achieve a specific goal.

Motivation can be summarized as an effort to boost someone's work enthusiasm, encouraging them to work optimally using their abilities and skills to achieve organizational goals. A person's behavior is influenced and

stimulated by desires, the fulfillment of needs, goals, and satisfaction (Sunyoto, 2015). Riniwati (2016) adds that motivation is a term used to indicate the presence of a need and drive, representing actions based on individual conditions and needs.

According to Robins (2006), as cited by Donni Juni Priansa (2016), motivation is a process that indicates the intensity, direction, and persistence of an individual's effort towards goal achievement. Douglas & Morris, as cited by Gabriela Rusua et al. (2014), state that there are four indicators of work motivation: the need for income, the need for relaxation, the need for gain, and the drive to work.

Gibson (2013:165) declares that motivation is the force that propels an employee, generating and directing behavior. Daft (2010:373) defines motivation as the force that arises from within or outside an individual, inspiring enthusiasm and persistence to achieve desired goals. Pamela & Oloko (2015) emphasize that motivation is the key to a successful organization in maintaining job sustainability by providing strong support and assistance. Employee motivation affects productivity, and part of a manager's role is to channel motivation towards achieving organizational goals.

Malayu S.P (2006) states that motivation is the provision of driving force that creates work enthusiasm in individuals, motivating them to work together effectively and integrate all their efforts to achieve satisfaction. Essentially, an organization or company not only expects its employees to be capable and skilled but, more importantly, willing to work diligently and with a desire to achieve optimal results. Therefore, work motivation is crucial for achieving high work productivity, ensuring that the company's goals are met. Employees can work with high productivity due to the driving force of work motivation.

B. Work Discipline

Simamora (1997) defines discipline as a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees, encouraging them to willingly change behavior and as an effort to increase awareness and willingness to comply with all company rules and prevailing social norms. Siagian (2013:305) defines discipline as a form of training that seeks to improve and shape the knowledge, attitudes, and behaviors of employees so that they voluntarily strive to work cooperatively with other employees and enhance job performance. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behaviors of employees so that they voluntarily strive to work cooperatively with other employees and improve their job performance. Discipline must be enforced within an organization. Without good employee discipline, it is difficult for an institution to achieve its goals.

Rivai & Sagala (2013:825) describe work discipline as a tool used by managers to communicate with employees, encouraging them to willingly change behavior and to increase awareness and willingness to comply with all rules and social norms in a company. Sintaasih & Wiratama (2013:129) state that work discipline is a management action to encourage awareness and willingness of its members to comply with all rules set by the organization or company and prevailing social norms voluntarily. Work discipline is a tool used by managers to

communicate with employees, encouraging them to willingly change behavior and as an effort to increase awareness and willingness to comply with all company rules and prevailing social norms (Rivai, 2004).

Simamora (1997) emphasizes that discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Hasibuan (2017) states that discipline is the awareness and willingness of an individual to comply with all rules and social norms. Mangkuprawira (2017) defines work discipline as an attitude of respect, appreciation, obedience, and compliance with applicable rules, both written and unwritten, and being willing to accept sanctions if one violates the tasks and authorities given to them. Priyono (2016) asserts, "Good discipline is self-discipline. Many people realize that there is a possibility that behind self-discipline is an increase in laziness. With awareness in applying company or organization rules reflected in disciplined work, employee performance will also improve."

C. Leadership Style

Leadership style is how a leader carries out their leadership functions and how they are perceived by those they are leading or those who may be observing from the outside. James et al. (1996) state that leadership style is the various behavior patterns preferred by a leader in directing and influencing employees. Hasibuan (2002:169) defines leadership as the use of tasks and authority directed to subordinates to accomplish organizational goals. Kartono (2003:4) states that leadership is an individual with certain superiority, thus having the responsibility and power to motivate others to collaborate in achieving a specific goal. The leadership process involves desire and intention, active involvement between the leader and subordinates to achieve a desired goal together.

According to Nawawi (2003), leadership style is the behavior or approach chosen and used by a leader to influence the thoughts, feelings, attitudes, and behaviors of organizational members or subordinates. The relationship between leaders and subordinates can be measured through employee assessments of leadership styles in directing and guiding subordinates to perform tasks. Specifically, there are five main elements that are the essence of leadership: (i) the leader or influencing party; (ii) the led as the influenced party; (iii) the interaction or effort and process of influencing; (iv) the goal to be achieved in the influencing process; and (v) the behavior/activities performed as a result of influence. In addition, there are five leadership functions: (i) decision-making function; (ii) instructional function; (iii) consultative function; (iv) participative function; and (v) delegation function.

Kartono, Kartini (2008) states that leadership style is the characteristics, habits, temperament, personality, and traits that distinguish a leader in interacting with others. According to Thoha (2010), leadership style is the behavioral norm used by an individual when trying to influence the behavior of others or subordinates. Fahmi (2016) defines leadership as the process of directing, influencing, and supervising others to perform tasks in accordance with planned orders. Soetopo (2017) emphasizes that leadership is closely related to the organization. The achievement of organizational goals depends largely on the leadership practiced by the leader. A leader is a shepherd, and every shepherd will be questioned about their shepherding behavior.

Toha (2015) defines leadership as an activity to influence people to be directed towards achieving organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and their culture. Leadership is the way a leader influences subordinates with certain characteristics to achieve desired goals. The success of a leader depends, among other factors, on the leadership techniques employed in creating a situation that induces awareness in those led to carry out what is desired.

The effectiveness of a leader depends on their ability to manage and apply their leadership style in accordance with the situation and conditions of the organization. Sutrisno (2014) defines leadership as an individual's process of moving others by leading, guiding, and influencing others to do something to achieve the desired results. Giving a universal definition that is universally accepted by all parties involved in organizational life, including business organizations, is not easy.

Leadership style directly reflects a leader's confidence in the abilities of their subordinates. This means that leadership style is a combination of philosophy, skills, traits, and attitudes often applied by a leader when attempting to influence the performance of their subordinates (Rorimpandey, 2013). A leader's style is someone who can influence others and has managerial authority. Leadership is what leaders do, the process of leading a group and influencing the group to achieve a goal (Robbins and Coulter, 2012).

D. Employee's Performance

Performance comes from the word job performance or actual performance, which means the actual work achievement attained by an individual. The definition of performance (job performance) is the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2017).

Sedarmayanti (2017) states that performance refers to behavior, representing a set of behaviors relevant to the goals of the organization or organizational unit where people work. Performance is something that people actually do and can be observed. Factors influencing high or low employee performance are determined by various factors, both directly and indirectly. Organizational performance is the answer to whether the organization's goals have been achieved or not. Wirawan (2009:5) states that performance is the output produced by the functions or indicators of a job or a profession within a specific time.

Kasmir (2016) states that performance is the work results and work behavior achieved in completing tasks and responsibilities assigned within a specific period. Employee performance is often interpreted as task accomplishment, where employees must align with the organization's work program to demonstrate the organization's performance level in achieving its vision, mission, and goals. Sidianti (2015) states that employee performance is the desired outcome of an actor. Factors influencing employee performance include the employee's ability to perform the job. The success of an organization in achieving its goals depends on the capabilities and reliability of human resources operating the units within the organization. Therefore, high

performance from these activity performers is needed. Ratnasari (2016) defines employee performance as the work results of employees in terms of quantity and quality over a specific period.

Rivai in Muhammad (2015:12) provides the definition that performance or job performance is the results or level of success of an individual overall during a specific period in carrying out tasks compared to various possibilities, such as work standard results, targets, or criteria that have been predetermined and agreed upon.

Performance is an organizational behavior directly related to the production of goods or the provision of services. Information about organizational performance is crucial for evaluating whether the organization's performance processes align with the expected goals or not. However, in reality, many organizations lack or even rarely have information about performance within their organization. Performance is the results of the functions of an individual's or group's work/activities in an organization influenced by various factors to achieve the organization's goals within a specific period (Tika, 2006).

According to Hasibuan (2017), employee performance is the provision of driving force that creates enthusiasm for individuals to collaborate, work effectively, and integrate all efforts to achieve satisfaction. Performance is the results of the functions of an individual's or group's work/activities in an organization influenced by various factors to achieve the organization's goals within a specific period.

E. Conceptual Framework

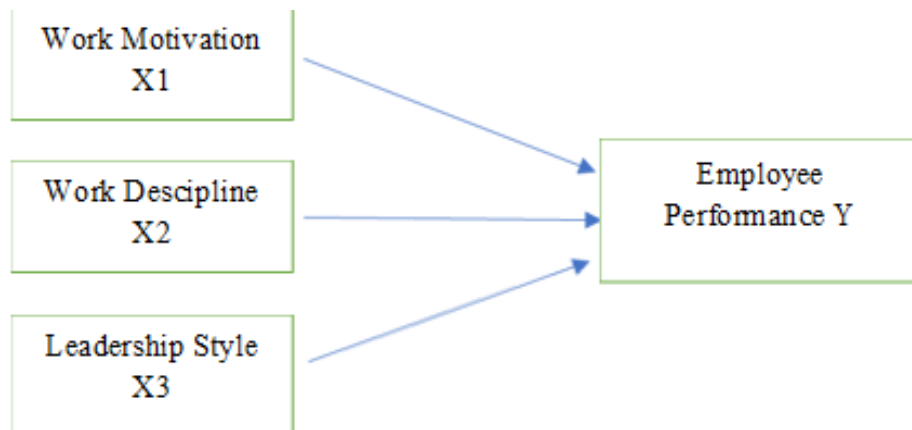


Figure 1. Conceptual Framework

F. Hypothesis

1) *The Effect of Work Motivation on Employee Performance*

As for other studies conducted by Rommy B.R, et al (2016), the results of the study state that work motivation has a positive and significant effect on employee performance. Another study by Billy Tamarindang et al, (2017), the results showed that work motivation has no effect on employee performance. Other research Aries S and Sigit W.B, (2012), the results of this study indicate that work motivation has a significant positive effect on employee performance. Other research Ety Puji Lestari, (2014), the results of the study partially proved that

work motivation has a positive and significant effect on employee performance. Other research Kepi Kusumayanti et al, (2020), the results of partial testing research show that work motivation has a positive and significant effect on employee performance.

H1; Work motivation has a positive and significant effect on employee performance at the Covalima Administrasauun Municipi office.

2) Effect of Work Discipline on Employee Performance

As for other research conducted by Rommy B.R, et al (2016), the results of the study state that work discipline has a positive and significant effect on employee performance. Another study by Billy Tamarindang et al, (2017), the results showed that work discipline has a significant effect on employee performance. Other research Aries S and Sigit W.B, (2012), the results of this study indicate that work discipline has a significant positive effect on employee performance. Another study Ety Puji Lestari, (2014), the results of the study partially proved that work discipline has a positive and significant effect on employee performance. Other research Kepi Kusumayanti et al, (2020), the results of the study partially show that work discipline has a positive and significant effect on employee performance.

H2; Work discipline has a positive and significant effect on employee performance at the Covalima Municipi Administrative Office.

3) Effect of Leadership Style on Employee Performance

As for other studies conducted by Rommy B.R, et al (2016), the results of the study state that leadership style has a positive and significant effect on employee performance. Another study by Billy Tamarindang et al, (2017), the results showed that leadership style had no effect on employee performance. Other research Aries S, Sigit W.B, (2012), the results of this study indicate that leadership style has a significant positive effect on employee performance. Other research Ety Puji Lestari, (2014), the results of the study partially proved that leadership style has a positive and significant effect on employee performance.

Other research Kepi Kusumayanti et al, (2020), the results of the study partially show that leadership style has a positive and significant effect on employee performance.

H3; Leadership style has a positive and significant effect on employee performance at the Covalima Administrasauun Municipi office.

III. RESEARCH METHOD

A. Research Approach

This study explains the causal relationship between research variables. According to Sugiyono (2014) the causal research method is a research method to determine the effect of one or more independent variables on the dependent variable, in this study to determine the effect of independent variables, namely work motivation,

work discipline and leadership style on the dependent variable, namely employee performance at the Municipiu Covalima office.

B. Population

Population is a generalization area consisting of objects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2017). The population used as the population is employees at the Municipiu Covalima office totaling 70 employees.

C. Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017). In this study, the method used in this sampling is the census method, according to (Sugiyono 2017) saturated sampling is a sampling technique when all members of the population are used as samples, another term for saturated samples is census. Because the sample used as a whole from a population of 70 employees at the Covalima Municipiu Office.

D. Type of Research

The type of research used in this study is to use descriptive research methods with a quantitative approach. Quantitative Research Methods, as stated by Sugiyono (2012: 8), namely: "Research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses".

E. Data Source

Primary data is data obtained directly from the source, collected by the researcher himself and recorded for the first time, to answer his research problems (Ghozali, 2018). This primary data is obtained from respondents' answers to the questionnaire sent, while the data source comes from the answers of the number of employees working at the Covalima Municipiu office. The instrument in this study was a questionnaire designed by the researcher, this questionnaire refers to the variables and indicators of the study.

F. Data Collection Techniques and Procedures

The data collection method in this study was to use a questionnaire, as stated by Sugiyono (2012), a questionnaire is a data collection technique that is done by giving a set of questions or written questions to respondents to answer. In this study, the questionnaires will be given to all employees at the Municipiu Covalima office. The stages in distributing and collecting questionnaires are divided into two stages, namely the first stage of distributing questionnaires to all employees who work at the Municipiu Covalima office and then waiting for the questionnaire. The second stage is the collection of questionnaires that have been filled in by the number of

employees working at the Municipiu Covalima office and data processing is carried out. Data Collection Techniques and Procedures

The data collection method in this study was to use a questionnaire, as stated by Sugiyono (2012), a questionnaire is a data collection technique that is done by giving a set of questions or written questions to respondents to answer. In this study, the questionnaires will be given to all employees at the Municipiu Covalima office. The stages in distributing and collecting questionnaires are divided into two stages, namely the first stage of distributing questionnaires to all employees who work at the Municipiu Covalima office and then waiting for the questionnaire. The second stage is the collection of questionnaires that have been filled in by the number of employees working at the Municipiu Covalima office and data processing is carried out.

G. Operational Definitions

Table 1. Variables Definitions and Indicators

No	Variable	Definitions	Indicators
1	Employee Performance	According to Mangkunegara (2007: 67), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So employee performance is the work that employees have achieved, in carrying out their duties in accordance with the responsibilities given by an organization. Indicators of employee performance in this study include:	Quality Quantity On time Effectivity Work commitment
2	Work Motivation	Abraham Maslow in Robbins and Judge (2008: 223) identified five indicators of the hierarchy of needs (hierarchy needs) motivation. These needs are:	Fphysiological needs Safety needs Sosial needs. Esteem needs
3	Work Discipline	Hasibuan (2016), suggests indicators of work discipline. Basically, there are many indicators that affect the level of employee discipline of an organization, including:	Objectives and Capabilities Leader's Example Justice Legal Sanctions Firmness
4	Leadership Style	According to Tjiptono (2006: 161), leadership style is a way that leaders use in interacting with their subordinates. So leadership	1. Nature 2. Habits

		style is a pattern of behavior of a leader. Indicators of leadership style in this study (Kartono, 2008: 34).	3. Disposition 4. Personality
--	--	---	----------------------------------

The data collection method in this study was to use a questionnaire, as stated by Sugiyono (2012), a questionnaire is a data collection technique that is done by giving a set of questions or written questions to respondents to answer. In this study, the questionnaires will be given to all employees at the Municipiu Covalima office. The stages in distributing and collecting questionnaires are divided into two stages, namely the first stage of distributing questionnaires to all employees who work at the Municipiu Covalima office and then waiting for the questionnaire. The second stage is the collection of questionnaires that have been filled in by the number of employees working at the Municipiu Covalima office and data processing is carried out.

H. Data Analysis Technique

The data analysis technique in this study is to use a regression model. In a study, the possibility of problems arising in regression analysis is quite often in matching the prediction model into a model that is intended into a series of data. The research was tested with several statistical tests consisting of validity tests, reliability tests and statistical tests for hypothesis testing.

1) *Multiple Linear Regression Analysis Model*

The data analysis model used in this study is multiple linear regression analysis. According to Sugianto (2004) multiple linear regression analysis is used to analyze the effect of more than one independent variable on the dependent variable. The multiple linear regression equation is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Y : Employee Performance

X1 : Work Motivation

X2 : Work Discipline

X3 : Leadership Style

α : Constant

β : Regression Coefficient

e : Error

Instrument Test

2) *Validity Test*

The validity test is a test used to measure whether a questionnaire is valid or not (Ghozali, 2018). A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire. (Ghozali, 2018).

If $r_{\text{count}} > r_{\text{table}}$ then the indicator question is declared valid, vice versa if $r_{\text{count}} < r_{\text{table}}$ then the question or indicator is declared invalid, r_{count} is obtained from the results of SPSS output, the value is then compared with the r_{table} value. (Ghozali, 2018).

3) *Reliability Test*

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct (Ghozali, 2018). A questionnaire is said to be reliable or reliable if someone's answer to a statement is consistent or stable over time.

Reliability measurement can be done with One Shot or one-time measurement. Here the measurement is only once and then the results are compared with other questions or measure the correlation between question answers. The tool for measuring reliability is Cronbach Alpha. A variable is said to be reliable, if the results of $\alpha > 0.60$ (Ghozali, 2018).

4) *Classical Assumption Test*

a) *Normality Test*

The normality test aims to test whether the data in the study is normally distributed or not. The test used in this study is a statistical test with Kolmogorov-Smirnov (Ghozali, 2018). The basis for decision making using the Kolmogorov-Smirnov Normality Test is:

- 1) If the significance ≥ 0.05 then the data is normally distributed.
- 2) If the significance ≤ 0.05 then the data is not normally distributed.

b) *Multicollinearity Test*

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. The regression model is said to be good if there is no correlation between the independent variables. The presence or absence of multicollinearity can be seen from the tolerance value and its opposite, the variance inflation factor (VIF). The cutoff value that is commonly used to indicate the presence of multicollinearity is if the tolerance value ≤ 0.10 or the same as the VIF value ≥ 10 , it can be said that there is multicollinearity in the data (Ghozali, 2018).

c) *Heteroscedasticity Test*

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity (Ghozali, 2018). The method used to detect the

presence or absence of heteroscedasticity is through testing using the Scatter Plot. The basis of the analysis is as follows:

1) If there is a certain pattern, such as the existing points forming a certain regular pattern (wavy, widening then narrowing), then it indicates heteroscedasticity has occurred.

2) If there is no clear pattern, and the dots spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

5) Hypotheses Test

6) F Test

The F test tests the simultaneous influence between the independent variables on the dependent variable. According to Ghozali (2018) in the ANOVA table, the F test is obtained which tests all independent sub-variables that will affect the regression equation. By using a 95% confidence degree or 5% level and degrees of freedom df_1 and df_2 to find the F table value. The F value can be seen using the F table. The basis for decision making is:

1) If $F_{count} > F_{table}$, then H_a is accepted and H_0 is rejected.

2) If $F_{count} < F_{table}$, then H_a is rejected and H_0 is accepted.

Decisions on count statistics and table statistics can also be made based on probability, with the basis for decision making:

1) If the probability $>$ significant level, then H_a is accepted and H_0 is rejected.

2) If the probability $<$ significant level, then H_a is rejected and H_0 is accepted.

7) T Test

Partially, hypothesis testing is done with the t-test. According to Ghozali (2018) "the t statistical test basically shows how far the influence of one explanatory / independent variable individually in explaining the dependent variable". In this study, the t test was used to test the hypotheses H_1 , H_2 , H_3 , namely Work Motivation, Work Discipline and Leadership Style on Employee Performance.

The hypotheses used in this test are:

1) $H_0: \beta \leq 0$, meaning that there is no positive and significant effect of each independent variable partially on the dependent variable.

2) $H_a: \beta > 0$, meaning that there is a positive and significant effect of each independent variable partially on the dependent variable.

The test criteria with a significance level (α) = 0.05 are determined as follows:

1) If the value of t count $>$ t table then H_0 is rejected and H_a is accepted.

2) If the t value $<$ t table then H_0 is accepted and H_a is rejected.

8) Coefficient of Determination (R^2)

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small R^2 value means that the ability of the independent variables (Work Motivation, Work Discipline and Leadership Style) to explain variations in the dependent variable (Employee Performance) is very limited. Vice versa, a value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. In general, the coefficient of determination for crosssection data is relatively low due to the large variation between each observation, while for timeseries data it usually has a high coefficient of determination (Ghozali, 2018).

Ghozali (2018) recommends using the Adjusted R^2 value when evaluating the best regression model because the Adjusted R^2 value can go up and down if one independent variable is added to the model so that the data is not biased towards the number of independent variables entered into the model. However, when using R^2 the value will be biased towards the added variable.

IV. RESEARCH RESULTS AND DISCUSSION

A. Description of Work Motivation Variables

Work motivation variable (X1), has three indicators and nine statement items that are used as parameters to measure this variable. These indicators are psychological needs, security needs, and self-esteem needs. The results of research on work motivation can be seen in the table below:

Table 2. Frequency Distribution of Respondents' Responses to Work Motivation

Item Statement		Respondent's Answer					Score	Achievements Indicators	Category
		SS	S	N	TS	STS			
		5	4	3	2	1			
X1.1	F	18	23	14	14	1	253	3,61	High
	%	25,7	32,9	20,0	20,0	1,4	100		
X1.2	F	16	22	17	14	1	248	3,54	High
	%	22,9	31,4	24,3	20,0	1,4	100		
X1.3	F	0	38	27	5	0	243	3,47	
	%	0	54,3	38,6	7,1	0	100		
Psychological Needs								3,54	High
X1.4	F	27	35	5	3	0	296	4,22	Very High

	%	38,6	50,0	7,1	4,3	0	100		
X1.5	F	16	37	14	3	0	276	3,94	High
	%	22,9	52,9	20,0	4,3	0	100		
X1.6	F	18	14	16	16	6	232	3,31	High Enough
	%	25,7	20,0	22,9	22,9	8,6	100		
Safety Needs								3,82	High
X1.7	F	0	37	31	2	0	245	3,50	High
	%	0	52,9	44,3	2,9	0	100		
X1.8	F	14	19	21	12	4	237	3,38	High Enough
	%	20,0	27,1	30,0	17,1	5,7	100		
X1.9	F	15	31	15	9	0	269	3,74	High
	%	21,4	44,3	21,4	12,9	0	100		
Self-esteem Needs								3,54	High
Work Motivation Variable Outcomes								3,63	High

Based on the presented table, it can be observed that the average score for the work motivation variable is 3.63, falling into the high category. This is influenced by its indicators, namely psychological needs, scoring 3.54 in the high category. The individual items contributing to this include always feeling happy and enthusiastic at work (enjoying work), scoring 3.61 in the high category; always planning tasks to be done and making efforts to complete them (having targets and goals), scoring 3.54 in the high category; and always being ready to accept tasks and responsibilities assigned (responsive and responsible), scoring 3.47 in the high category.

The indicator for the need for security obtained a score of 3.82, categorized as high, influenced by individual statements. These include always having new and creative ideas in completing assigned tasks (creativity and innovation), scoring 4.22 in the very high category; always enjoying working on new challenging tasks (challenge jobs), scoring 3.94 in the high category; and being obligated to achieve work targets set by the leader, scoring 3.74 in the high category.

For the indicator of self-esteem needs, it scored 3.54, also falling into the high category. This is influenced by individual statements, including taking responsibility for a task or job I do, scoring 3.50 in the high category; doing this job because this type of work can achieve their career goals, scoring 3.38 in the fairly high category; and doing this job because it is chosen to achieve specific goals.

B. Description of Work Discipline Variable

The work discipline variable has one indicator and five statement items which are used as parameters in measuring the discipline variable. The indicator is legal sanctions. More details on the description of work discipline variables can be seen in the table below:

Table 3. Frequency Distribution of Respondents' Responses to the Work Discipline Variable.

Statement Item		Respondents' Answers					Score	Indicator Achievement	Category
		SS	S	N	TS	STS			
		5	4	3	2	1			
X2.1	F	18	23	14	14	1	253	3,61	High
	%	25,7	32,9	20,0	20,0	1,4	100		
X2.2	F	16	22	17	14	1	248	3,54	High
	%	22,9	31,4	24,3	20,0	1,4	100		
X2.3	F	0	38	27	5	0	243	3,47	High
	%	0	54,3	38,6	7,1	0	100		
X2.4	F	4	28	25	13	0	233	3,32	Sufficient
	%	5,7	40,0	35,7	18,6	0	100		High
X2.5	F	14	18	23	11	4	237	3,38	Sufficient
	%	20,0	25,7	32,9	15,7	5,7	100		High
Legal Sanctions							3,46	High	
Achievement of Work Discipline Variable							3,46	High	

Based on the table, it can be seen that the average achievement of the work discipline variable gets a score of 3.46 with a high category which is influenced by its indicator, namely **Legal Sanctions** which get a score of 3.46 with a high category which is also influenced by each of its indicators, namely always being present on time when working gets a score of 3.61 with a high category, never being absent from my work without reason gets a score of 3, 54 with a high category, always trying to carry out tasks properly and according to the rules gets a score of 3.47 with a high category, accepting sanctions if you make mistakes gets a score of 3.32 with a fairly high category and always doing my work on time and in accordance with existing provisions gets a score of 3.38 which is also in a fairly high category.

C. Description of Leadership Style Variables

The leadership style variable (X3) has three indicators that form the basis of this variable and has ten statement items as parameters in measuring this variable. These indicators are traits, habits, and dispositions. The instruments used in measuring this variable are also taken based on theory and operationally to find out how far the leadership style is in the Covalima Municipality Administrative Office. More clearly, the frequency distribution of the results of respondents' responses to the leadership style variable can be seen in the table as follows:

Table 4. Frequency Distribution of Respondents' Responses to Leadership Variables

Statement Item		Respondence's Answer					Score	Capaian Indikator	Category
		SS	S	N	TS	STS			
		5	4	3	2	1			
X3.1	F	18	23	14	14	1	253	3,61	Tinggi
	%	25,7	32,9	20,0	20,0	1,4	100		
X3.2	F	14	19	17	16	4	233	3,32	Cukup Tinggi
	%	20,0	27,1	24,3	22,9	5,7	100		
X3.3	F	16	22	17	14	1	248	3,54	Tinggi
	%	22,9	31,4	24,3	20,0	1,4	100		
X3.4	F	0	38	27	5	0	243	3,47	Tinggi
	%	0	54,3	38,6	7,1	0	100		
Sifat							3,48	Tinggi	
X3.5	F	15	31	15	9	0	262	3,74	Tinggi
	%	21,4	44,3	21,4	12,9	0	100		
X3.6	F	19	14	15	16	6	234	3,34	Cukup Tinggi
	%	27,1	20,0	21,4	22,9	8,6	100		
X3.7	F	18	14	16	16	6	232	3,31	Cukup Tinggi
	%	25,7	20,0	21,4	21,4	8,6	100		
X3.8	F	0	37	31	2	0	245	3,50	Tinggi
	%	0	52,9	44,3	2,9	0	100		

Kebiasaan								3,47	Tinggi
X3.9	F	14	19	21	12	4	237	3,38	Cukup Tinggi
	%	20,0	27,1	30,0	17,1	5,7	100		
X3.10	F	15	31	15	9	0	262	3,74	Tinggi
	%	21,4	44,3	21,4	12,9	0	100		
Watak								3,56	Tinggi
Capaian Variabel Gaya Kepemimpinan								3,50	Tinggi

Based on the table that has been presented, it can be seen that the average achievement of the leadership style variable gets a score of 3.50 which is in the high category by being influenced by each indicator, namely nature gets a score of 3.48 with a high category which is influenced by each statement item, namely the leader has a clear and realistic strategy (makes sense) in every work agenda he makes gets a score of 3.61 in the high category, having confidence in my leader, that my leader can make better changes to the agency gets a score of 3.32 with a fairly high category, the leader is able to communicate well to members regarding the strategy to be carried out gets a score of 3.31 with a fairly high category, and the leader where I work always pays attention to the environment and comfort of working all employees gets a score of 3.47 with a high category.

In the **habit** indicator, it gets a score of 3.47 with a high category which is influenced by each item of the statement, namely the leader where I work always cares about the problems faced by his employees by giving the right direction gets a score of 3.74 with a high category, the leader where I work always gives attention and motivates his employees to always be active at work gets a score of 3.34 with a fairly high category, the leader where I work always gives attention and motivation to his employees to always be active at work, 34 with a fairly high category, the leader where I work is able to invite members to work in a solid and harmonious team scored 3.31 with a high category, and the leader where I work is able to encourage members to have the determination to complete the task thoroughly scored 3.30 with a fairly high category.

In the **character** indicator, the score was 3.56 with a high category which was influenced by the statement items, namely the leader where I work can always invite all members to respect the differences and beliefs of other members scored 3.38 with a fairly high category and the leader where I work is able to appreciate any differences in opinion for a better purpose scored 3.74 with a fairly high category.

D. Description of Employee Performance Variables

The frequency distribution of the results of respondents' responses to employee performance variables can be seen in Table As follows:

Table 5. Frequency Results of Respondents' Responses to Employee Performance

Statement Items		Respondent Answers					Score	Capaian Indikator	Kategori
		SS	S	N	TS	STS			
		5	4	3	2	1			
Y.1	F	18	23	14	14	1	281	4,01	Tinggi
	%	25,7	32,9	20,0	20,0	1,4	100		
Y.2	F	16	22	17	14	1	248	3,54	Tinggi
	%	22,9	31,4	24,3	20,0	1,4	100		
Y.3	F	0	38	27	5	0	248	3,54	Tinggi
	%	0	54,3	38,3	7,1	0	100		
Y.4	F	4	28	25	13	0	233	3,32	Cukup Tinggi
	%	5,7	40,0	35,7	18,6	0	100		
Ketepatan Waktu								3,60	Tinggi
Y.5	F	14	18	23	11	4	237	3,38	Cukup Tinggi
	%	20,0	25,7	32,9	15,7	5,7	100		
Y.6	F	15	31	15	9	0	262	3,74	Tinggi
	%	21,4	44,3	21,4	12,9	0	100		
Y.7	F	14	19	21	12	4	237	3,38	Cukup Tinggi
	%	20,0	27,1	30,0	17,1	5,7	100		
Y.8	F	15	31	15	9	0	262	3,74	Tinggi
	%	21,4	44,3	21,4	12,9	0	100		
Komitmen Kerja								3,56	Tinggi
Capaian Variabel Kinerja Pegawai								3,58	Tinggi

The employee performance variable has two indicators and eight statement items which are used as parameters to measure employee performance variables. These indicators are timeliness and work commitment.

Based on the table that has been presented, it can be seen that the average **achievement** of the employee performance variable gets a score of 3.58 which is in a high category by being influenced by each indicator, namely timeliness gets a score of 3.60 with a high category which is influenced by each statement item, namely

being able to commit to the quality of work in accordance with the standards set by the agency gets a score of 4.01 with a high category, has excellent skills in carrying out work gets a score of 3.60 with a high category, 01 with a high category, having excellent skills in carrying out work gets a score of 3.74 with a high category, always completing the work that has become my responsibility within a certain period of time well gets a score of 3.34 with a fairly high category and completing my assignment can be completed precisely and quickly according to the specified time gets a score of 3.32 with a fairly high category.

In the work commitment indicator, it gets a score of 3.68 with a high category which is influenced by each statement item, namely being able to commit to the importance of timeliness of completion of work gets a score of 3.38 with a fairly high category, in order to achieve maximum results always focus on achieving targets gets a score of 3.74 with a high category, the work done is done in the right way in accordance with the applicable principles gets a score of 3.38 with a fairly high category and the institution sets work that is transparent and accountable gets a score of 3.74 with a high enough category.

E. Multiple Linear Regression Analysis

Before conducting multiple linear regression analysis and hypothesis testing, it is necessary to test classical assumptions which aims to determine whether the regression model used is free from assumption deviations and meets the conditions for getting a good linear. For this reason, in testing the classical assumptions in this study, the data normality test, heteroscedasticity test, and multicollinearity test were used.

1) Classical Assumption Test

a) Normality Test

The normality test is to see whether the residual value is normally distributed or not. The normality test aims to see whether the independent variable and the dependent variable in the regression capital have a normal distribution or not. In the P-Plot graphic, it can be seen that the points spread around the diagonal line and generally the distribution follows the direction of the diagonal line. Even though it shows a slight deviation, the regression capital fulfills the assumption of being close to normal so it is feasible to use. The data normality test in this study can be seen in the following figure:

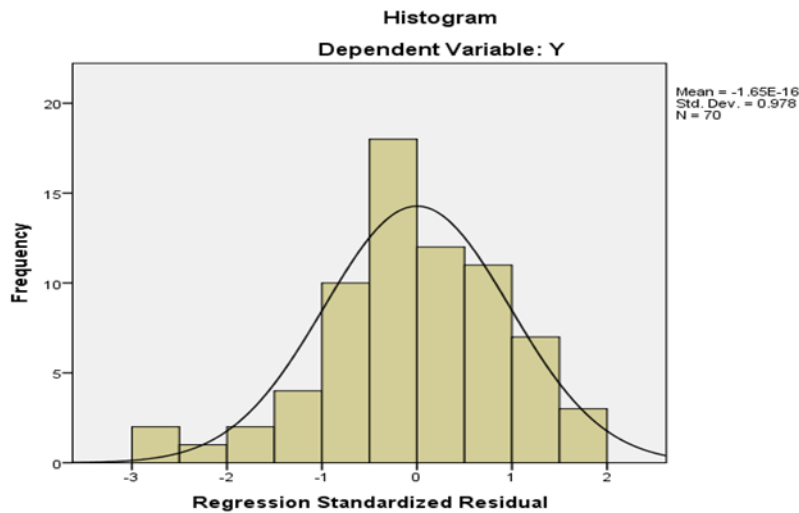


Figure 2. Normal P-Plot Regression Standardized Residual

Based on the Figure on the histogram graph, it is shown that the data is on a normal curve or spreads following a normal distribution. Likewise Figure 4.2 on the P-plot graph, it can be seen that the points spread around the diagonal line and generally the distribution follows the direction of the diagonal line. Even though it shows a slight deviation, the regression model fulfills the assumption of being close to normal so it is feasible to use it.

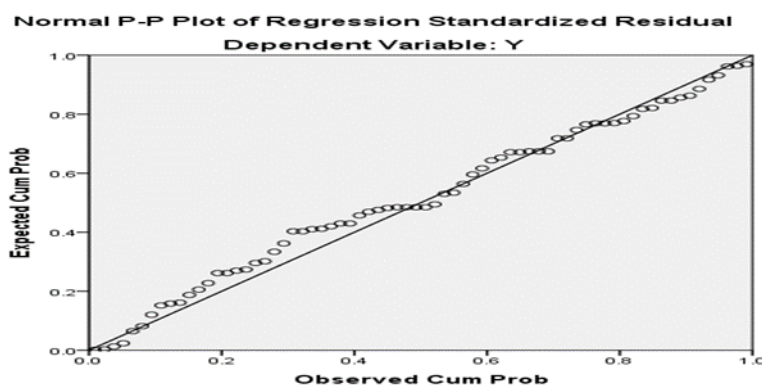


Figure 3. P-P Plot

b) Heteroscedasticity Test

The heteroscedasticity test is to see if there is an inequality of variance from one residual to another observation. To test heteroscedasticity, it is done using the scatterplot method. The heteroscedasticity test using the scatterplot method can be seen in the following figure:

The results of data analysis show that there is data spread almost evenly both above and below the zero point, thus it can be ascertained that heteroscedasticity does not occur, so that the data in this study can be processed further.

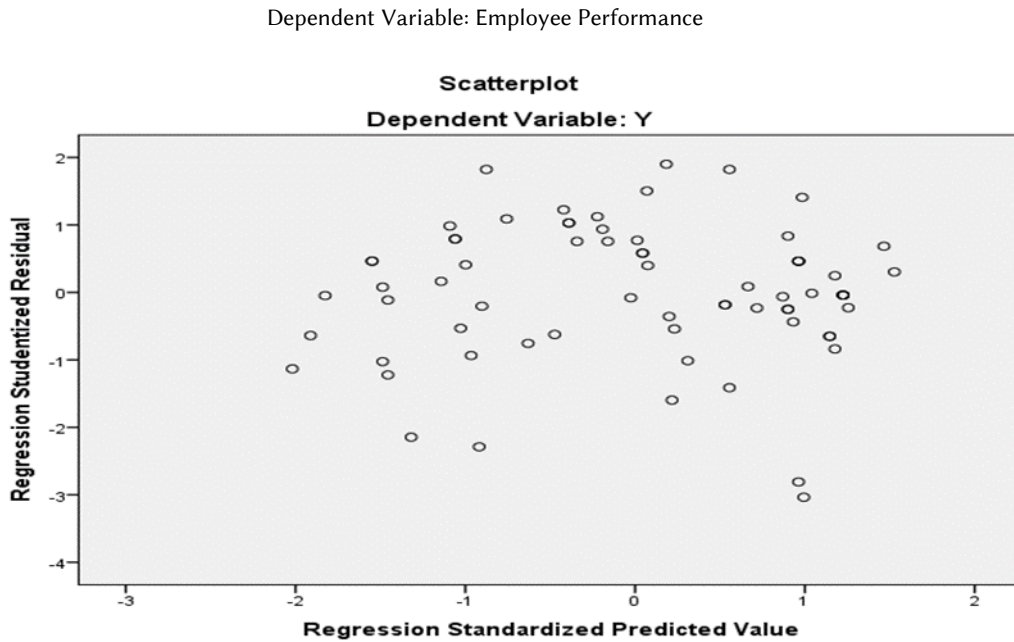


Figure 4. Heteroscedasticity Test with Scatterplots Method

c) Multicollinearity Test

Multicollinearity test is part of the classical assumption test in multiple linear regression analysis. The purpose of using the multicollinearity test in research is to determine whether the regression capital found a correlation (strong relationship) between the independent variables. A good regression model should not have multicollinearity symptoms. To detect the presence or absence of multicollinearity symptoms in regression capital, in this study it was done by looking at the tolerance value and the vaeiance inflating factor (VIF).

The decision guidelines based on the tolerance value and VIF value are:

If the tolerance value is greater than 0.10, it means that there is no multicollinearity in the regression capital.

If the VIF value is < 10.00, it means that there is no multicollinearity in the regression capital.

Table 6. Multicollinearity Test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF

1	(Constant)		
	X1	.632	1.995
	X2	.834	1.013
	X3	.681	1.649

Based on the table, it shows that the tolerance value obtained by him between work motivation (X1) obtained a value of 0.63, work discipline (X2) obtained a value of 0.83, and leadership style (X3) obtained a value of 0.68 which is greater than 0.10 and a VIF value that is below 10 so that this shows that there is no multicollinearity.

2) Multiple Linear Regression Model

To determine the effect between work motivation (X1), work discipline (X2), and leadership style (X3) on employee performance (Y), multiple linear regression analysis is used. The results of multiple linear regression calculations can be seen in Table 5.9 as follows:

$$Y = 2,185 + 0,173 X1 + 0,293 X2 + 0,437 X3$$

Based on the results of the multiple linear regression equation, the regression equation can be interpreted as follows:

Constant = 2.185, the variables of work motivation, work discipline, and leadership style are constant and equal to zero (unchanged), then the amount of change in employee performance variables is 2.185.

Coefficient X1 = 0.173, the work motivation variable increases by one point (unit) while work discipline and leadership style remain constant, it will cause an increase in employee performance of 0.173.

Coefficient X2 = 0.293, the work discipline variable increases by one point (unit) while work motivation and leadership style remain constant, it will cause an increase in employee performance by 0.293

Coefficient X3 = 0, 437, the leadership style variable increases by one point (unit) while work motivation and work discipline remain constant, it will cause an increase in employee performance of 0.437.

Table 7. Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.185	.786		2.782	.007

X1	.173	.078	.178	2.220	.030
X2	.293	.104	.195	2.811	.006
X3	.437	.053	.627	8.176	.000

F. Hypothesis Test

1) T test (Partial Test) - Hypotheses 1, 2 and 3

Hypothesis tests 1 and 2 were carried out to test each of the X variables with the t test. The t test is conducted to determine whether partially the independent variable affects the dependent variable significantly or not. The results in the table are as follows:

Table 8. T test (Partial Test) - Hypotheses 1, 2 and 3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.185	.786		2.782	.007
1					
X1	.173	.078	.178	2.220	.030
X2	.293	.104	.195	2.811	.006
X3	.437	.053	.627	8.176	.000

Based on the table, the answer to the hypothesis can be explained as follows:

a) Work Motivation on Employee Performance (Hypothesis 1)

Based on the results of testing hypothesis 1, the tcount value is 2.220 with a significance value of 0.030. While the ttable value is 1.996 (df = 70-3 = 67). Because the tcount value is greater than the ttable value (2.220 > 1.996) and the significance value of 0.030 is smaller than the alpha 0.05 ($p < \alpha$) so it can be interpreted that work motivation partially has a significant effect on employee performance at the Covalima Municipality Administrative Office.

b) Effect of Work Discipline on Employee Performance (Hypothesis 2)

Based on the results of testing hypothesis 2, the tcount value is 2.811 with a significance value of 0.006. While the ttable value is 1.996 (df = 70-3 = 67). Because the tcount value is greater than the ttable value (2.811 > 1.996) and the significance value of 0.006 is smaller than the alpha 0.05 ($p < \alpha$) so it can be interpreted that work discipline partially has a significant effect on employee performance at the Covalima Municipality Administrative Office.

c) *The Influence of Leadership Style on Employee Performance (Hypothesis 3)*

Based on the results of testing hypothesis 3, the value is 8.176 with a significance value of 0.000. While the ttable value is 1.996 (df = 70-3 = 67). Because the tcount value is greater than the ttable value (8.176 > 1.996) and the significance value of 0.000 is smaller than the alpha 0.05 (p < a) so it can be interpreted that the leadership style partially has a significant effect on employee performance at the Covalima Municipality Administrative Office..

2) *Test f (Simultaneous Test) - Hypothesis 4*

The F test is known as the simultaneous test or model test / anova test, which is a test to see how the independent variables affect the dependent variable together or to test whether the regression model we made is good / significant or not good / non-significant. The following f test results are presented in the table as follows:

Table 9. Test f (Simultaneous Test) - Hypothesis 4

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2141.533	3	713.844	808.782	.000 ^b
Residual	58.253	66	.883		
Total	2199.786	69			

Based on this table, it can be seen that the results of testing hypothesis 4 obtained an ftabel value of 808.782 with a significance level of 0.000. Meanwhile, the ftabel value obtained is df = n-k = 70-3 = 67 = 2.17. Because the value of fhitung is greater than the value of ftabel (808 > 2.17) and the significance value of 0.000 is smaller than alpha 0.05 (p < a), it can be explained that work motivation (X1), work discipline (X2), and leadership style (X3) simultaneously have a significant effect on employee performance (Y) at the Covalima Municipality Administrative Office.

G. Test Coefficient of Determination

The coefficient of determination is used to measure how far the model is in explaining the dependent variable, the amount of R2 can be calculated by the formula $Kd = r^2 \times 100\%$. The following test results for the coefficient of determination can be seen in Table 5.12 as follows:

Table 10. Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	.927 ^a	.914	.912	.939
---	-------------------	------	------	------

Based on the table, it can be seen that the adjusted R Square value obtained is 0.912, which means that 91.2% of the variation that occurs in the high and low performance of employees at the Covalima Municipality Administrative Office is caused by work motivation (X1), work discipline (X2), and leadership style (X3), while the remaining 8.8% is influenced by other variables not taken into account in this study. In this test based on the Adjusted R Square value obtained by the value of 0.912, this shows that there is a very strong influence between work motivation, work discipline, and leadership style on employee performance at the Administrasaun Municipiu Covalima Office.

V. DISCUSSION

A. The Influence of Work Motivation on Employee Performance

Based on the research results obtained regarding work motivation at the Covalima Municipiu Administrative Office, it can be seen that overall work motivation is in the high category. This result is evidenced by the descriptive analysis carried out on the indicators used, where **psychological needs** get a high category which means that employees always feel happy and excited at work (happy to work), always plan the tasks to be done and try to complete them (have targets and goals) and are always ready to accept the tasks and responsibilities given (responsive and responsible).

The indicator of **security needs** gets a high category which means that employees always have new and creative ideas in completing the assigned tasks (creativity and innovation), always like to do new challenging tasks (challenge jobs) and are obliged to be able to complete the work targets set by the leadership. In the **self-esteem needs** indicator, it gets a high category which means that employees are always responsible for a task or job they do, do this job because this type of work can achieve their career goals and do this job because this type of work is chosen to achieve certain goals.

The results of this study indicate that work motivation partially has a significant effect on employee performance at the Covalima Municipiu Administrative Office. This result is evidenced by testing hypothesis 1 (partial test) where the tcount value is greater than the ttable value ($2.220 > 1.996$) and the significance value of 0.030 is smaller than the alpha 0.05 ($p < \alpha$) so that it can be interpreted that work motivation partially has a significant effect on employee performance at the Administrasaun Municipiu Covalima Office.

Without motivation, an employee will not get maximum results for the work he completes. Even when an employee who has high knowledge and skills but if he does not have enough motivation, the work he does will not be as expected. Motivation is a very meaningful encouragement for employees to complete their duties and obligations properly and efficiently. Motivation is needed in an organization so that everything that is planned will be realized and the performance of an organization will increase.

The results of this study are in line with the results of research conducted by other studies conducted by Rommy B.R, et al (2016), the results of the study state that work motivation has a positive and significant effect on employee performance. Another study by Etty Puji Lestari, (2014), the results of the study partially proved that work motivation has a positive and significant effect on employee performance. Another study by Kepi Kusumayanti et al, (2020), the results of partial testing research show that work motivation has a positive and significant effect on employee performance.

The results of this study contradict the research of Billy Tamarindang et al, (2017), the results showed that work motivation has no effect on employee performance.

B. Effect of Work Discipline on Employee Performance

Based on the results of research on work discipline variables, it was found that work discipline at the Covalima Municipality Administrative Office as a whole was in the high category. This is evidenced by the results of the descriptive test of work discipline variables which as a whole are in the high category with indicators which mean that employees are always present on time, never absent from work without reason, always try to carry out tasks properly and according to the rules, accept sanctions if they do and always do tasks on time and in accordance with the provisions.

The results of this study prove that work discipline partially has a significant effect on employee performance at the Covalima Municipality Administrative Office. This is evidenced by testing hypothesis 2, where the tcount value is greater than the ttable value ($2.811 > 1.996$) and the significance value of 0.006 is smaller than the alpha 0.05 ($p < \alpha$) so that it can be interpreted that work discipline partially has a significant effect on employee performance at the Covalima Municipality Administrative Office.

With work discipline, employee performance can improve. Work discipline is an attitude that is needed by everyone in an effort to improve performance in order to achieve organizational goals.

The results of this study are in line with the results of research conducted by Rommy B.R, et al (2016), the results of the study state that work discipline has a positive and significant effect on employee performance. Another study by Billy Tamarindang et al, (2017), the results showed that work discipline has a significant effect on employee performance.

Other research Aries S and Sigit W.B, (2012), the results of this study indicate that work discipline has a significant positive effect on employee performance. Other research Etty Puji Lestari, (2014), the results of the study partially proved that work discipline has a positive and significant effect on employee performance. Other research Kepi Kusumayanti et al, (2020), the results of the study partially show that work discipline has a positive and significant effect on employee performance.

C. Effect of Leadership Style on Employee Performance

The results of this study indicate that the overall leadership style at the Covalima Municipality Administrative Office is in the high category. This result is evidenced by descriptive testing based on indicators where the nature of the high category means that the leader has a clear and realistic (reasonable) strategy in every work agenda he makes, has confidence in the leader, that my leader can make better changes for, the leader is able to communicate well to members regarding the strategy to be carried out and the leader always pays attention to the environment and comfort of working throughout.

In the **habit** indicator gets a high category which means that the leader where I work always cares about the problems faced by his employees by providing direction, the leader always gives attention and motivates his employees to always be active at work, the leader is able to invite his members to work in a solid and harmonious team, and the leader is able to encourage his members to have the determination to complete the task completely.

The **character** indicator has a high category, which means that the leader where I work can always invite all members to respect the differences and beliefs of other members and the leader is able to appreciate every difference.

The results of this study indicate that leadership style has a significant effect on employee performance at the Covalima Municipality Administrative Office. This is evidenced by the results of testing hypothesis 3 which obtained a tcount value greater than the ttable value ($8.176 > 1.996$) and a significance value of 0.000 less than $\alpha 0.05$ ($p < \alpha$) so that it can be interpreted that the leadership style partially has a significant effect on employee performance at the Covalima Municipality Administrative Office.

This indicates that in carrying out work tasks employees will be motivated if the leadership style consisting of directive leadership, supportive leadership, participative leadership and achievement-oriented leadership is applied in accordance with the expectations and desires of employees. When employees feel suitable with the leadership style applied by the leadership, employees will be motivated to work well and earnestly and try to improve their performance.

The results of this study are in line with research conducted by Rommy B.R, et al (2016), the results of the study state that leadership style has a positive and significant effect on employee performance. Another study by Aries S, Sigit W.B, (2012), the results of this study indicate that leadership style has a significant positive effect on employee performance. Other research Etty Puji Lestari, (2014), the results of the study partially proved that leadership style has a positive and significant effect on employee performance. Another study by Kepi Kusumayanti et al, (2020), the results of the study partially show that leadership style has a positive and significant effect on employee performance.

However, these results contradict the results of research by Billy Tamarindang et al, (2017), the results showed that leadership style had no effect on employee performance.

D. The Effect of Work Motivation, Work Discipline, and Leadership Style on Employee Performance

Based on the test results regarding employee performance at the Covalima Municipiu Administrative Office. This result is evidenced by the results of descriptive statistical analysis carried out through indicators such as timeliness getting a high category which means that employees are able to commit to the quality of work in accordance with the standards set by the agency, have excellent skills in carrying out work, always complete the work that has become my responsibility within a certain period of time well and complete tasks appropriately and quickly according to the specified time.

In the work commitment indicator, it gets a high category, which means that employees are able to commit to the importance of timeliness of completion of work, in order to achieve maximum results always focus on achieving targets, the work done is done in the right way in accordance with applicable principles and the agency determines work that is transparent and accountable.

The results of this study indicate that work motivation, work discipline, and leadership style simultaneously have a significant effect on employee performance at the Covalima Municipiu Administrative Office. This is evidenced by the results of the f test (simultaneous test) which obtained the fcount value greater than the ftable value ($808 > 2.17$) and a significance value of 0.000 less alpha 0.05 ($p < \alpha$), it can be explained that work motivation (X1), work discipline (X2), and leadership style (X3) simultaneously have a significant effect on employee performance (Y) at the Administrasau Municipiu Covalima Office.

The result of the coefficient of determination test, the adjusted R Square value obtained is 0.912, which means that 91.2% of the variation that occurs in the high and low performance of employees at the Covalima Municipality Administrative Office is caused by work motivation (X1), work discipline (X2), and leadership style (X3), while the remaining 8.8% is influenced by other variables not taken into account in this study. In this test based on the Adjusted R Square value obtained by the value of 0.912, this shows that there is a very strong influence between work motivation, work discipline, and leadership style on employee performance at the Administrasau Municipiu Covalima Office.

VI. CLOSING

A. Conclusion

1. Work motivation at the Municipiu Covalima Administrative Office as a whole is in the high category, work discipline at the Municipiu Covalima Administrative Office as a whole is in the high category, leadership style at the Municipiu Covalima Administrative Office as a whole is in the high category, and employee performance at the Municipiu Covalima Administrative Office is in the high category.
2. Work motivation partially has a significant effect on employee performance at the Covalima Municipiu Administrative Office.

3. Work discipline partially has a significant effect on employee performance at the Covalima Municipiu Administrative Office.
4. Leadership style partially has a significant effect on employee performance at the Covalima Municipiu Administrative Office.
5. Work motivation, work discipline and leadership style simultaneously have a significant effect on employee performance at the Covalima Municipiu Administrative Office.

B. Suggestions

1. Work motivation at the Municipiu Covalima Administrative Office needs to be maintained because it is already in the high category but it needs to be further improved by providing clear work targets so that employees are happy to carry out their duties and responsibilities properly.
2. Work discipline at the Municipiu Covalima Administrative Office needs to be maintained because it is already in the high category but needs to be further improved by applying good rules in accordance with company regulations so that employees will be more diligent in working.
3. The leadership style at the Municipiu Covalima Administrative Office needs to be maintained because it is already in the high category but it also needs to be further improved by providing clear strategies and communicating goals well.
4. Employee performance at the Municipiu Covalima Administrative Office needs to be maintained because it is already in the high category but it also needs to be further improved by increasing skills and providing freedom of good ideas from employees to achieve better work results.
5. Future researchers who take problems regarding employee performance also need to look at other variables that contribute to employee performance such as compensation, work environment and other factors.

C. Limitations of the Research

The limitation that may affect the results of this study is that the sample of respondents used in this study is still limited to Civil Servants (PNS). Therefore, future research should aim at a broader research subject by including all other employee performance in Timor-Leste.

REFERENCES

- Aries S dan Sigit W.B, 2012 Pengaruh Motivasi Kerja Dan Gaya Kepemimpinan Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja Karyawan (Studi Kasus Pada PT. PLN (PERSERO) APD SEMARANG).
- Billy T, dkk, 2017 Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Di Bank Bni Cabang Manado
- Daft. 2010. Era Baru Manajemen. Jilid 1. Edisi ke Sembilan Salemba Empat. Jakarta
- Donni J.P. 2016. Manajemen SDM dalam Organisasi Publik dan Bisnis. Bandung: Alfabeta.
- Etty P.L, 2014 Pengaruh Motivasi, Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kppn Percontohan Jambi, Bangko Dan Muara Bungo
- Fahmi, I. 2016. Manajemen Sumber Daya Manusia Teori dan Aplikasi. Bandung: Alfabeta

- Hasibuan, Malayu S.P. 2002 Manajemen Sumber daya manusia. Jakarta: PT Bumi perkasa
- Hasibuan, Malayu S.P, 2006, Manajemen Dasar, Pengertian, dan Masalah, Edisi Revisi, Bumi Aksara: Jakarta.
- Hasibuan, Malayu. 2016. Manajemen Sumber Daya Manusia. Jakarta: Penerbit Bumi Aksara.
- Hasibuan, Malayu S.P..2017. Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta: Bumi Aksara.
- Hendrawati H dan Kurniawaty 2020, Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja ASN