

THE EFFECT OF LEADERSHIP TYPE, MOTIVATION, WORK DISCIPLINE, AND QUALITY OF HUMAN RESOURCES ON THE PERFORMANCE OF KPU-D EMPLOYEES IN CIMAHY CITY, WEST JAVA PROVINCE

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Abstract

After the New Order, Indonesia's electoral system underwent various changes to achieve governability, which is effective governance. So the performance of KPU employees plays an important role in ensuring the implementation of elections that are smooth and free from technical dynamics. However, in the 2019 General Election, the performance of the Cimahi City KPUD Secretariat faced a number of problems, such as ineffective coordination, information delays, inadequate complaint handling, resource shortages, administrative errors, and lack of technical assistance. This affected the smooth running and public trust in the electoral process. This study aims to analyze the influence of leadership style, motivation, work discipline, and the quality of human resources on the performance of Cimahi City KPUD employees, both partially and together. The study used an explanatory quantitative approach with regression analysis method. The research sample consisted of 195 respondents selected using proportionate stratified random sampling. Data collection was done through documentation, Likert scale-based questionnaires, and literature study. Data analysis includes validity, reliability, simple and multiple linear regression tests, as well as F and T tests. The results showed a positive and significant influence of leadership style variables (65.1%), work motivation (65.1%), work discipline (58.4%), and quality of human resources (76.4%) on employee performance. Together, the four variables have an influence of 83.9% on the performance of Cimahi City KPUD employees. This study emphasizes the importance of improving the quality of leadership, motivation, work discipline, and human resources to support the implementation of better elections.

Keywords Leadership Style, Motivation, Work Discipline, Quality of Human Resources, Employee Performance of KPUD Cimahi City.

INTRODUCTION

After the New Order, Indonesia's electoral system underwent many changes. Currently, elections in Indonesia include legislative elections (pileg), presidential elections (pilpres), and regional head elections (pilkada) at the provincial and district/city levels. However, the frequency of holding elections that too often reduces public participation due to boredom (Nadeak, 2019). Therefore, the 2019 election introduced the merger of legislative and presidential elections in a simultaneous format, known as the "Five Box Election," which requires voters to fill out five ballot boxes for various positions. The complexity of this format poses various challenges, including in the representation, election, and party systems, which require reforms to support the implementation of simultaneous elections.

The stages of the 2019 election, ranging from the campaign to logistics, faced many problems. One of them is the determination of the Permanent Voter List (DPT)

which was initially smaller than the previous period. Finally, the KPU set the DPT at 192.8 million with various records, including ensuring the voting rights of victims of natural disasters. The ballot box material is also in the spotlight even though it is in accordance with KPU regulations. In addition to technical problems, the LIPI survey in 2018 identified potential major problems, such as money politics (89%), disputes over election results (76.6%), bureaucratic neutrality (66.2%), golput (53.1%), intimidation (46.2%), and violence (32.4%). Therefore, KPU and KPU-D employees are expected to be more professional and adaptive in carrying out their duties for the success of the election.

In this case, the KPU and KPUD face various challenges that affect their effectiveness and credibility. One of the main issues is financial issues, where limited budgets can affect the quality of election administration. In addition, the problem of human resources and employee qualifications is a critical issue, considering the complexity of the tasks carried out. Human resource issues include the training of election officials, the adequacy of the number of personnel, and the need for professional and independent apparatus. Monitoring and handling violations of ethics and codes of ethics is also a challenge in itself.

Other obstacles are related to technology and information security. With the rapid development of information technology, cybersecurity risks are increasing, so the KPU needs to invest in advanced technology to protect the integrity of the election process. Challenges also arise related to the spread of fake news and disinformation that can damage the democratic process by affecting public perception. In addition, public understanding and participation in the election process is an important aspect. Voter education and increased political awareness are needed to ensure meaningful participation and elect leaders who truly represent the interests of the people.

In facing this problem, the KPU and KPUD need to continue to carry out internal reforms, improve coordination with related parties, and innovate in the use of technology to increase efficiency and transparency. Only with the joint efforts of all parties, the KPU and KPUD can ensure the sustainability of Indonesian democracy through fair, transparent, and democratic general elections.

At the regional level, KPUD faces similar challenges in holding elections with mandates that are tailored to regional conditions. The formation of election committees, the preparation of voter lists, and the supervision of campaigns are the responsibility of KPUD at the provincial, district, and city levels. Political and social aspects also add to the complexity of the tasks of the KPU and KPUD. Differences in political views, fierce competition, and the risk of conflict make it difficult to conduct elections. The KPU and KPUD must maintain neutrality, manage political competition fairly, and reduce social tensions.

The 2019 election also highlighted problems related to staffing. The KPU and KPUD need trained professionals to manage the entire selection process, including training, selection, and monitoring of the performance of voting officers, which is important to overcome challenges in human resource management. In the concept of KPU employee performance, one of the main factors that can affect it is the type of leadership. Leadership itself is the ability to influence a group to achieve certain goals (Robbins, 2000:87). The leadership type reflects the behavioral norms used by a person to influence the behavior of others as desired. In an organization, the importance of the right type of leadership is immense because it can create a conducive work environment and support the improvement of employee performance, which in turn will contribute to higher productivity.

This type of leadership is an external factor that greatly affects employee performance. An effective leader in implementing certain types of leadership needs to understand the characteristics of his subordinates, including knowing their strengths and weaknesses, as well as how to use those strengths to cover up existing weaknesses (Mariam, 2009). On the other hand, if the type of leadership applied is not in accordance with the characteristics of the employee and the existing tasks, then this can cause employees to feel less motivated or lose morale. As a result, employees may not pay full attention to their work, which leads to suboptimal results, both in terms of quality and quantity. Situations like this can clearly interfere with the smooth operation of the company, so it needs to receive serious attention so as not to hinder the progress of the organization.

Furthermore, another factor that affects employee performance is work motivation. Work motivation refers to the driving force in a person that drives him to do various activities. This motivation can seem simple but often a complex issue, because each individual has different wants and needs. When a person is motivated, he or she will put in a lot of effort to achieve his goals, but the effort does not always result in the expected productivity if it is not channeled correctly in the direction the organization wants. Unmet needs will create voltages that encourage individuals to find ways to have those needs met, which in turn can reduce those voltages.

According to Luthans (2006:270), motivation is the process that initiates a person's actions to fulfill a certain goal due to physical or psychological deficiencies. If this motivation is not achieved, individuals can spend efforts that are contrary to the interests of the organization, thus negatively affecting performance. Low motivation, although a classic problem, remains relevant to discuss, as it can affect employee productivity levels. Factors that increase work motivation can be individual, such as needs, attitudes, and abilities, as well as organizational factors, such as salary, supervision, praise, and the type of work itself (Farlens, 2011:18). High motivation can increase productivity, discipline, and employees' sense of responsibility for their tasks (Hasibuan, 2011:141). Research conducted by Listianto and Setiaji (2007:65) and Prasetyo and Wahyuddin (2003:31) shows that work motivation has a positive and significant effect on employee performance, with motivation being the dominant factor that affects the performance.

In addition to leadership and motivation, work discipline also plays an important role in influencing employee performance. Work discipline is very necessary in organizations, because without discipline, organizational goals will be difficult to achieve (Sutrisno, 2010:86). Discipline can be understood as a condition formed through a series of behaviors that reflect the values of obedience, order, and order. As explained by Soegeng Pridjominto (1993:15), discipline is not just an act to be done, but also a part of an attitude that is no longer felt as a burden, but instead becomes an obligation that must be fulfilled. Therefore, discipline must be developed to support order and efficiency in the work environment. Research conducted by Setiyawan and Waridin (2006:101), and Aritonang (2005:28), shows that work discipline has a positive effect on employee performance. Good discipline helps improve work performance, because disciplined employees tend to be more organized and focused in carrying out their duties.

Finally, the human resource (HR) factor is also a very important factor in the success of an organization. The role of human resources determines whether an organization can achieve its vision and mission effectively or not (Sudarmanto, 2009:61). To measure the extent of the contribution of HR in achieving organizational success, performance appraisals are indispensable. Performance appraisal according to Mondy &

Noe (1993:163) is a formal evaluation of individual or team performance, while according to Dessler in (Asy'ari, 2023), performance appraisal evaluates current and past employee performance compared to predetermined standards. HR performance greatly affects the results and success of the organization, as performance reflects the results achieved by workers compared to predetermined standards.

Simamora (2001:32) states that the setting of performance goals is important to evaluate the results at the end of the period as well as to manage the work process during the period. Effective and successful organizations are supported by individuals who have good performance, while failed organizations are often caused by low quality of human resources (Sudarmanto, 2009:62). HR performance plays a big role in determining the success of the organization. According to Ndraha (2000:26) emphasized that high-quality human resources not only generate competitive value through innovation and creativity, but also utilize the potential of intellectual, creative, and imaginative energy, not only relying on physical resources. To create quality human resources, careful preparation and proper selection are needed, in order to produce individuals who can adapt to technology, work productively, efficiently, and have a sense of nationality and good social skills.

Based on the description of the problems that occurred in the Cimahi City KPU during the implementation of the 2019 Election, the researcher was interested in writing a study entitled "The Influence of Leadership Type, Motivation, Work Discipline, and Human Resource Quality on the Performance of KPU-D Employees in Cimahi City, West Java Province". In this study, the relationship between Employee Performance and the variables that affect it is studied, namely Leadership Type, Motivation, Work Discipline, Human Resource Quality considering that Leadership type is a behavioral norm used by a person when the person tries to influence the behavior of others as well as motivation, work discipline and the quality of human resources are very strategic and fundamental factors in the organization.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory method which aims to describe real conditions in the field based on facts and data that have been verified and tested for correctness through a series of statistical analysis. In this study, direct observation was made on the object of research in the form of the performance condition of employees of the Regional General Election Commission (KPUD) of Cimahi City, West Java Province. The research process lasted for five months, from February to May 2021.

Data collection was carried out using a survey method by directly observing the research object in large and small populations. Data were obtained from samples taken randomly by *stratified proportional random sampling technique*, which is a random sampling technique on populations that have been grouped based on certain strata. The research population consists of several groups, namely KPUD secretariat staff, political party administrators, the community, and related agencies. A detailed list of population numbers and samples can be found in the table below.

Table 1. Population and Sample

No.	Questionnaire Target	Distribution	Population	Sample
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1.	KPUD Secretariat Staff	27	21
2.	Political Party Administrators	56	33
3.	Community	614.304	141
4.	Related Agencies	61	
	Sum	614.448	195

The total population is 614,448 with a research sample of 195 respondents which are distributed proportionally according to the strata that have been determined. Data were collected through documentation, Likert scale-based questionnaires, and literature studies. The questionnaire used has been tested for validity and reliability. After the data were collected, the analysis was carried out using validity, reliability, simple and multiple linear regression tests, as well as F and T statistical tests to test the hypothesis.

RESULTS AND DISCUSSION

RESULT

Validity Test

The validity test was carried out to determine the level of validity of the instrument (questionnaire) used in data collection. The validity requirement of the instrument (questionnaire) is the value of r calculation $>$ r table. Based on the results of the analysis with the "*product moment*" correlation technique, r calculated each variable as follows:

Table 2. Results of the Validity Test of Leadership Type Variables (X₁)

Variable	Dimension	Indicators	R- Calculated	R- table	Ket.	
X ₁ - Leadership Type	Responsibility	Rational	0,335	0,139	Valid	
		Facilities	0,357	0,139	Valid	
		Communication	0,443	0,139	Valid	
		Relationships and Passion	0,427	0,139	Valid	
		Planning	0,492	0,139	Valid	
		Characteristic	0,380	0,139	Valid	
	Encouragement	Success	0,369	0,139	Valid	
		Plan	0,496	0,139	Valid	
		Position	0,503	0,139	Valid	
		Reputation	0,409	0,139	Valid	
		Complaints	0,255	0,139	Valid	
		Behaviour	Morale	0,453	0,139	Valid
			Collaborate	0,488	0,139	Valid
		Success	0,366	0,139	Valid	

Result	0,348	0,139	Valid
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Table 3. Results of the Validity Test of Motivational Variables (X₂)

Variable	Dimension	Indicators	R- Calculate	R- table	Ket.
X ₂ Motivation	Process	Policy.	0,346	0,139	Valid
		Initial Steps.	0,508	0,139	Valid
		Applicable Regulations.	0,473	0,139	Valid
		Communication System.	0,480	0,139	Valid
		Necessity	0,334	0,139	Valid
		Attitude	0,536	0,139	Valid
	Individual Nature	Ability	0,476	0,139	Valid
		Salary	0,327	0,139	Valid
		Supervision	0,348	0,139	Valid
		Praise	0,453	0,139	Valid
	Productivity	Old age guarantee	0,498	0,139	Valid
		Discipline	0,522	0,139	Valid
		Responsibility	0,449	0,139	Valid
		Usage	0,174	0,139	Valid
		Therapy	0,575	0,139	Valid

Table 4. Results of the Validity Test of Work Discipline Variables (X₃)

Variable	Dimension	Indicators	R- Calculate	R- table	Ket.
X ₃ - Work Discipline	Behaviour	Thought	0,286	0,139	Valid
		Obedience	0,453	0,139	Valid
		Compliance	0,515	0,139	Valid
		Regularity	0,391	0,139	Valid
		Identify and scale priorities	0,466	0,139	Valid
	Collaborate	Develop and respond	0,308	0,139	Valid
		Determining resource allocation	0,402	0,139	Valid
		Evaluate and modify responses	0,353	0,139	Valid
	Driving factors	Process	0,350	0,139	Valid
		Purpose	0,409	0,139	Valid
Negotiation		0,332	0,139	Valid	

	Action	0,487	0,139	Valid
	Creation of policies	0,551	0,139	Valid
Benefit	Increased trust	0,448	0,139	Valid
	Efficiency	0,403	0,139	Valid

Table 5. Results of the Validity Test of Human Resources Quality Variables (X4)

Variable	Dimension	Indicators	R- Calculat e	R-table	Ket.	
X4 - HR Quality	Coaching	Responsibility	0,368	0,139	Valid	
		Discipline	0,538	0,139	Valid	
		Encouragement	0,566	0,139	Valid	
		Ability	0,497	0,139	Valid	
		Self-development	0,560	0,139	Valid	
		Example	0,303	0,139	Valid	
	Development	Learning process	Recruitment process	0,512	0,139	Valid
			Learning approach	0,569	0,139	Valid
			Organizational Strengthening	0,534	0,139	Valid
		Skills	Establishment of professionalism	0,574	0,139	Valid
			Competence	0,539	0,139	Valid
			Knowledge	0,394	0,139	Valid
		Skills	Job description	0,379	0,139	Valid
			Participation	0,337	0,139	Valid
			Training	0,452	0,139	Valid

Table 6. Results of the Validity Test of Employee Performance Variables (Y)

Variable	Dimension	Indicators	R- Calculat e	R-table	Ket.
Y Employee Performanc e	Strategic _Performance	Service system	0,506	0,139	Valid
		Satisfactory results	0,558	0,139	Valid
		Implementation of services	0,561	0,139	Valid
		Timely service	0,524	0,139	Valid
		Open service	0,491	0,139	Valid
		Response	0,403	0,139	Valid
	Characteristic	Watch	0,362	0,139	Valid
		Transparent	0,361	0,139	Valid

Value	Adjusting conditions	0,363	0,139	Valid
	The community participates	0,309	0,139	Valid
	Regardless of class	0,396	0,139	Valid
	Balance	0,437	0,139	Valid
	Passion and high spirit	0,515	0,139	Valid
	Progressive	0,279	0,139	Valid
	Be proactive and proactive	0,443	0,139	Valid

From the tables above, it can be seen that the r-count values of the indicators of each variable obtained are greater than the r-table or $r\text{-count} > r\text{-table}$, then all data instruments in the study are said to be valid.

Reliability Test

Reliability tests are conducted to determine whether instruments used more than once, will produce consistent data. In this study, the reliability test was carried out using *the Alpha Cronbach* technique. The instrument is declared reliable if the Alpha Cronbach value > 0.6 .

Table 7. Reliability Test Results

No	Variabel	Alpha Cronbach	Keterangan
1	Tipe Kepemimpinan (X_1)	0,645	Reliabel
2	Motivasi (X_2)	0,692	Reliabel
3	Disiplin Kerja (X_3)	0,643	Reliabel
4	Mutu SDM (X_4)	0,745	Reliabel
5	Kinerja Pegawai (Y)	0,688	Reliabel

Based on the results of the reliability test of the instrument, it shows that the instrument used is reliable, which means that the instrument is trustworthy enough to be used as a data collection tool.

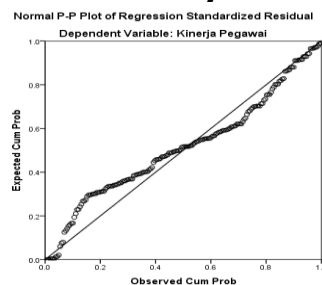
Classical Assumption Test

The classical assumptions tested consisted of three tests, including the normality test, the multicollinearity test, and the heteroscedasticity test.

a. Normality Test

The purpose of the normality test is to find out whether the distribution of a data follows or approaches the normal distribution.

Figure 2. Normality Test Graph



Based on the graph above, it can be seen that the points or data are near or following the diagonal line, so it can be said that the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to evaluate whether or not there is a strong correlation between independent variables, where the presence of a strong correlation between independent variables indicates that the use of free variables in the regression model is inefficient.

Table 8. VIF Value of Multicollinearity Test Coefficientsa

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Type	.246	4.071
Motivation	.203	4.925
Work Discipline	.332	3.012
Quality of Human Resources	.354	2.825

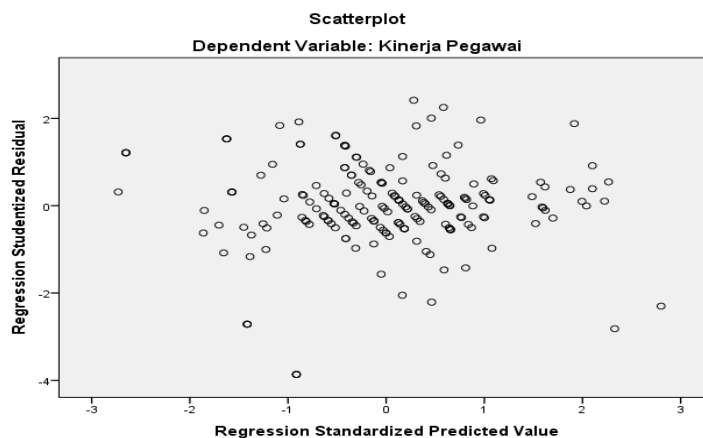
Source : Data Processing with SPSS 24 for windows

The results of the VIF value estimation presented through the table above show that the VIF value of each free variable is below the critical value of 10, namely Leadership Type (X_1) = 4.071; Motivation (X_2) = 4.925; Work Discipline (X_3) = 3.012; and Quality of Human Resources (X_4) = 2.825. Based on these results, it can be concluded that there is no multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test is carried out to find out whether in a regression model there is an inequality of variance from the residual of one observation to another.

Figure 3. Scatterplot Heteroscedasticity Chart



Based on the graph displayed, it can be concluded that there is no heteroscedasticity problem in the analyzed model. This can be seen from the evenly distributed distribution of data points around the zero number, without being concentrated only on one side, both above and below the zero line. In addition, the spread of the dots does not show a specific pattern, such as a wavy pattern that widens,

narrows, and then widens again. Thus, this random and unpatterned distribution of data points indicates that the assumption of heteroscedasticity is met.

Hypothesis Testing

Leadership Type Variable Hypothesis Testing (X1)

Table 9. Variable t Test Results X₁

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Type		B	Std. Error	Beta		
1	(Constant)	10.436	2.736		3.814	.000
	Leadership Type	.833	.044	.807	18.970	.000

a. Dependent Variable: Employee Performance

Table 10. Variable Summary Model X₁
Model Summary

Type	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.807a	.651	.649	2.79379

a. Predictors: (Constant), Leadership Type

- a. Test t: Based on the results of the calculation of SPSS (*Statistical Product and Service Solution*) 24 for Window in table 4.17, the calculated t-value obtained is 18.970 and the t_{table} with $df\ n-k-1 = 195-4-1 = 190$ at α (0.05) is 1.9725. Thus $t_{counts} 18.970 > t_{table} 1.9725$ and $sig\ 0.000 < 0.05$ so that H_0 is rejected and H_a is accepted. This shows that the leadership type variable has an effect on employee performance.
- b. Simple Linear Regression Equation: Based on the analysis, the values of the simple linear regression equation are obtained as follows:
 - $\hat{Y} = a + b1X1$
 - $Z = 10,436 + 0,833 X1$
 The number 0.833 in this simple linear regression equation shows that every increase of 1 value of the leadership type variable (X_1) can increase the value of the employee performance variable (Y) by 0.833.
- c. Determination Analysis: Based on the analysis, a determination coefficient value of 0.661 was obtained. This shows that 65.1% of the diversity of performance of Cimahi City KPUD employees is due to diversity of leadership types, while the remaining 36.7% is caused by other variables.

Motivational Variable Hypothesis Testing (X2)

Table 11. Variable t Test Results X₂

Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	14.383	2.527		5.692	.000
	Motivation	.777	.041	.807	18.983	.000

a. Dependent Variable: Employee Performance

**Table 12. Variable Summary Model X₂
Model Summary**

Type	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.807a	.651	.649	2.79255

a. Predictors: (Constant), Motivation

a. Test t: Based on the results of the calculation of SPSS (*Statistical Product and Service Solution*) 24 for Window in table 4.19, the calculated t-value obtained is 18.983 and the t_{table} with $df\ n-k-1 = 195-4-1 = 190$ at $\alpha (0.05)$ is 1.9725. Thus $t_{counts} 18.970 > t_{table} 1.9725$ and $sig\ 0.000 < 0.05$ so that H_0 is rejected and H_a is accepted. This shows that motivation variables have an effect on employee performance.

b. Simple Linear Regression Equation: Based on the analysis, the values of the simple linear regression equation are obtained as follows:

$$\hat{Y} = a + bX_2$$

$$Z = 14,383 + 0,777 X_2$$

The number 0.777 in this simple linear regression equation shows that every increase of 1 value of the motivation variable (X_2) can increase the value of the employee performance variable (Y) by 0.777.

c. Determination Analysis: Based on the analysis, a determination coefficient value of 0.651 was obtained. This shows that 65.1% of the diversity of performance of Cimahi City KPUD employees is due to diversity of motivation, while the remaining 34.9% is caused by other variables.

Testing of Work Discipline Variable Hypothesis (X₃)

Table 13. Variable t Test Results X₃

Coefficients ^a		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
Type		B		Beta		
1	(Constant)	14.280	2.919		4.892	.000
	Work Discipline	.781	.047	.764	16.463	.000

a. Dependent Variable: Employee Performance

**Table 14. Variable Summary Model X₃
Model Summary**

Type	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.764a	.584	.582	3.04954

a. Predictors: (Constant), Work Discipline

a. Test t: Based on the results of the calculation of SPSS (*Statistical Product and Service Solution*) 24 for Window in table 4.21, the calculated t-value obtained is 16.463 and the $t_{of\ the\ table}$ with $df\ n-k-1 = 195-4-1 = 190$ at $\alpha (0.05)$ is 1.9725. Thus $t_{calculates} 16.463 > t_{table} 1.9725$ and $sig\ 0.000 < 0.05$ so that H_0 is rejected and H_a

is accepted. This shows that the variable of work discipline affects employee performance.

b. Simple Linear Regression Equation: Based on the analysis, the values of the simple linear regression equation are obtained as follows:

- $\hat{Y} = a + b_3X_3$

- $Z = 14,280 + 0,781X_3$

The number 0.781 in this simple linear regression equation shows that every increase of 1 value of the work discipline variable (X_3) can increase the value of the employee performance variable (Y) by 0.781.

c. Determination Analysis: Based on the analysis, the value of the determination coefficient was obtained of 0.584. This shows that 58.4% of the diversity of performance of Cimahi City KPUD employees is due to diversity in work discipline, while the remaining 41.6% is caused by other variables.

Testing the Hypothesis of Human Resource Quality Variables (X4)

Table 14. Variable t Test Results X4

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Type		B	Std. Error	Beta		
1	(Constant)	14.155	1.930		7.335	.000
	Quality of Human Resources	.778	.031	.874	24.989	.000

a. Dependent Variable: Employee Performance

Table 15. Variable Summary Model X4 Model Summary

Type	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.874a	.764	.763	2.29759

a. Predictors: (Constant), Quality of Human Resources

a. Test t: Based on the results of the calculation of SPSS (*Statistical Product and Service Solution*) 24 for Window in table 4.23, the calculated t-value obtained is 24.989 and the t_{table} with $df\ n-k-1 = 195-4-1 = 190$ at α (0.05) is 1.9725. Thus $t_{counts} 24.989 > t_{table} 1.9725$ and $sig\ 0.000 < 0.05$ so that H_0 is rejected and H_a is accepted. This shows that the human resource quality variable affects employee performance.

b. Simple Linear Regression Equation: Based on the analysis, the values of the simple linear regression equation are obtained as follows:

- $\hat{Y} = a + b_4X_4$

- $Z = 14,155 + 0,778X_4$

The number 0.778 in this simple linear regression equation shows that every increase of 1 value of the human resource quality variable (X_4) can increase the value of the employee performance variable (Y) by 0.778.

c. Determination Analysis: Based on the analysis, a determination coefficient value of 0.764 was obtained. This shows that 76.4% of the diversity of performance of Cimahi City KPUD employees is due to the diversity of human resource quality, while the remaining 23.6% is caused by other variables.

Hypothesis Testing of Variable Types of Leadership, Motivation, Work Discipline and Human Resource Quality

Table 16. Variable Coefficients X1 X2 X3 and X4

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.560	2.027		1.756	.081
	Leadership Type	.174	.061	.169	2.871	.005
	Motivation	.164	.062	.170	2.633	.009
	Work Discipline	.153	.052	.149	2.955	.004
	Quality of Human Resources	.459	.044	.515	10.521	.000

a. Dependent Variable: Employee Performance

Based on Table 4.25, the variable coefficients of Leadership Type (X₁), Motivation (X₂), Work Discipline (X₃), and Human Resource Quality (X₄) were 0.174, 0.164, 0.153; and 0.459, respectively, with a constant of 3.560.

Table 17. Results of Determination Test (R Square) Variables X1, X2, X3 and X4

Model Summary^b

Type	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.916a	.839	.835	1.91508

a. Predictors: (Constant), Human Resource Quality, Work Discipline, Leadership Type, Motivation

b. Dependent Variable: Employee Performance

From the results of the calculation of Table 4.26 of the summary model of the variables X₁, X₂, X₃ and X₄ above, the value of R Square (R²) is 0.839 or 83.9%.

Table 18. Test Results F (Anova Table)

ANOVA^a

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3618.371	4	904.593	246.650	.000b
	Residual	696.829	190	3.668		
	Total	4315.200	194			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Human Resource Quality, Work Discipline, Leadership Type, Motivation

Source : Data Processing with SPSS 24 for windows

a. F-test: The analysis results show that the F_{cal} value of 246.650 is greater than the F_{table} of 2.42 with a significance of 0.000 < 0.05. Thus, it proves that the type of leadership, motivation, work discipline, and quality of human resources together have a significant influence on employee performance.

b. Determination Analysis: Based on the analysis, a determination coefficient value of 0.839 was obtained. This shows that 83.9% of employee performance is

influenced by the diversity of leadership types, motivation, work discipline and quality of human resources, while the remaining 16.1% is caused by other variables that are not studied in this study.

- c. Multiple Linear Regression Equations: The results of regression analysis show that the multiple linear regression equations are $\hat{Y} = 3.560 + 0.174X_1 + 0.164X_2 + 0.153X_3 + 0.459X_4$. A constant of 3.560 indicates the performance value of employees if there is no influence from independent variables. Each improvement of one unit in the type of leadership, motivation, work discipline, and quality of human resources increases employee performance by 0.174, 0.164, 0.153, and 0.459, respectively, assuming other variables remain constant.

DISCUSSION

The Influence of Leadership Type on Employee Performance

Based on the results of the analysis of research data that has been carried out, it is proven that the type of leadership has a positive effect on the performance of KPUD employees in Cimahi City, West Java Province by 65.1%. It can be said that if the type of leadership is getting better, it will be able to improve the performance of the employees, and vice versa if the type of leadership is bad, it can reduce the performance of the employees. The findings of this study are in line with the findings of Sadri (2016) which also concluded that leadership type has a positive impact on employee performance.

Effective leadership, as implemented by the Chairman of the Cimahi City KPU, is participatory, encourages employee participation in decision-making, and values input. Participatory leadership involves decentralization, power-sharing, consultation, joint decision-making, and democratic management.

Relevant leadership types for KPUD include:

1. Transformational or inspiring and motivating employees to achieve high goals.
2. Fair and Ethical to ensure integrity, equal treatment, and transparency in elections.
3. As well as being results-oriented and focused on achieving organizational goals with high quality.

Effective leadership is often a combination of different types, tailored to the needs of the organization and the situation.

The Effect of Motivation on Employee Performance

Based on the results of the analysis of research data that has been carried out, it can be said that motivation has a positive effect on the performance of KPUD employees in Cimahi City, West Java Province by 65.1%. This shows that the better the motivation of employees, the better the performance produced by the employees will be able to increase, and vice versa if the motivation is not good, it can reduce the performance of the employees. This finding is in line with research by Sadri (2016) and Syamsu Alam (2014), which also concluded that motivation contributes positively to employee performance.

Motivation, according to Gitosudarmo (2000), is an internal factor that drives a person to achieve certain goals. Motivation can come from physical and non-physical needs, which, if met, will increase work motivation. The definition of employee performance or employee work achievement is limited by Maier (in As'ad, 2006:86) as the success of an employee in carrying out a job. Meanwhile, the influence of motivation on the performance of KPUD employees includes:

1. Increased productivity, because motivation encourages employees to work more efficiently and effectively.
2. High commitment is due to motivated employees who are more loyal to the organization and contribute positively.
3. Better quality of work, as motivation drives skill and service improvement.
4. Better collaboration, because motivated employees are more open to working together in a team.
5. Stress reduction, motivation increases job satisfaction and reduces stress.

Therefore, KPUD management needs to create a work environment that supports motivation, such as providing recognition, awards, development opportunities, and a positive organizational culture, to support employee performance improvement.

The Effect of Work Discipline on Employee Performance

Based on the results of the analysis of research data that has been carried out, it can be said that work discipline has a positive effect on the performance of KPUD employees in Cimahi City, West Java Province by 58.4%. Or it can be said that if the work discipline of the employees is better, the performance produced by the employees will increase, and vice versa if the work discipline is not good, it can reduce the performance of the employees. These findings are supported by the research of Alam (2014) and Putu Pande Yudiastra (2015), which also concluded that work discipline contributes positively to employee performance.

Keith Davis (1985:73) stated that work discipline is the implementation of management to strengthen organizational guidelines. Meanwhile, according to Hasibuan (2011:141), discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. Employee performance according to Simamora (2006:93) is the level at which employees achieve the job requirements. Performance refers to employee achievement that is measured based on standards or criteria set by the company. The influence of work discipline on KPUD employees:

1. **Increased Productivity**
Discipline helps employees work efficiently, complete tasks on time, and achieve more.
2. **Better Quality of Work**
Discipline allows employees to work accurately, reduce errors, and improve the quality of work results.
3. **Obedience to the Rules**
Discipline ensures compliance with procedures and regulations, essential for integrity and transparency in the electoral process.
4. **Conflict Reduction**
Discipline reduces conflict by ensuring all employees adhere to the same rules.
5. **Increased Credibility**
Discipline reflects the professionalism and integrity of the organization, increasing public trust.
6. **Motivation and Job Satisfaction**
Discipline that is appreciated and applied fairly increases employee motivation and job satisfaction.

For this reason, KPUD management must continue to support discipline to improve the performance and effectiveness of the organization as a whole.

The Influence of Human Resource Quality on Employee Performance

Based on the results of the analysis of research data that has been carried out, it can be said that the quality of human resources has a positive effect on the performance of KPUD employees in Cimahi City, West Java Province by 76.4%. Or it can be said that if the work discipline of the employees is better, the performance produced by the employees will increase, and vice versa if the work discipline is not good, it can reduce the performance of the employees. This finding is consistent with the research of Ristiani (2019) and Suwani (2014), which concluded that the quality of human resources is positively related to employee performance.

According to Taliziduhu Ndraha (2000), quality human resources are individuals who are able to create competitive value through intelligence, creativity, and imagination, not just relying on crude energy. The quality of human resources in KPUD includes knowledge, skills, experience, and competencies, with the following positive impacts:

1. Increased efficiency and competence, because qualified employees can carry out their duties more efficiently and accurately, reducing errors.
2. Decision-making skills, with qualified human resources able to make the right decisions in complex situations, are important for elections.
3. Understanding of laws and regulations, because employees who understand election regulations, prevent violations and legal problems.
4. Innovation and development, with qualified human resources contribute to the efficiency, transparency, and improvement of the electoral process.
5. Good communication and interpersonal relationships strengthen teamwork, relationships with voters, and reduce conflict.

Improving the quality of human resources in KPUD is a strategic step to support organizational performance and ensure that the election process runs more effectively and democratically.

The Influence of Leadership Type, Motivation, Work Discipline and Human Resource Quality on Employee Performance

Based on the results of the analysis of research data that has been carried out, it has been proven that the type of leadership, motivation, work discipline and quality of human resources together have a positive and significant effect on the performance of KPUD employees in Cimahi City, West Java Province, which is 83.9%. Or it can be said that the increase in the type of leadership, motivation, work discipline and quality of human resources, together will be able to improve the performance of employees, and vice versa if the type of leadership, motivation, work discipline and quality of human resources are decreasing / decreasing, it can reduce the performance of employees.

Simamora (2006:93) stated that employee performance is the level at which employees achieve the job requirements. Performance refers to employee achievement that is measured based on standards or criteria set by the company. The definition of performance or work achievement is limited by Maier (in As'ad, 2006:86) as a person's success in carrying out a job. More emphatically, Lawler and Poter stated that performance is a "*successful role achievement*" that a person obtains from his actions (As'ad, 2006:86).

Based on the description that has been submitted above, it can be stated that the type of leadership, motivation, discipline, and quality of employees have a significant

effect on the performance of the staff of the Cimahi City Regional Election Commission (KPUD)

CONCLUSION

The results of the research analysis concluded that the type of leadership, motivation, work discipline, and quality of human resources had a positive and significant influence on the performance of Cimahi City KPUD employees. The leadership type contributed 65.1% to employee performance, with the highest indicator being position, while the lowest indicator being complaints. Motivation also exerted a significant influence with a contribution of 65.1%, where the highest indicator was maintenance, and the lowest indicator was use. Meanwhile, work discipline contributed 58.4%, with the highest indicator of policy creation and the lowest indicator of thinking. Finally, the quality of human resources has the greatest influence, which is 76.4%, with the highest indicator of professionalism formation and the lowest indicator of exemplary. Meanwhile, if together, these four variables have an influence of 83.9% on employee performance, showing an interrelated and supportive relationship in forming optimal performance. The combination of good leadership, high motivation, work discipline, and superior human resource quality creates a productive work environment and is able to improve the quality of services and the implementation of general elections in Cimahi City.

Based on these findings, it is recommended that the Cimahi City KPUD choose leaders who are able to build good relationships between superiors and subordinates, so that they can accommodate the needs and complaints of employees to achieve maximum performance. Increasing employee motivation through internal and external incentives is also important to encourage productivity. Work discipline needs to be instilled by emphasizing punctuality, target achievement, and other positive behaviors. In addition, employee screening based on good standards needs to be carried out to ensure quality human resources, accompanied by empowerment and continuous development through training and role models in the work environment.

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