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The Impact of Competence, Motivation and Discipline on Employee's Performance: A Case Study of PT PLN (Persero) UPT Palembang

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Abstract

The formulation of the problem in this study is how the influence of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang. The research objective is to determine the effect of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang. This research was developed with an associative design. There are four variables which, as a whole, are set into 12 indicators. The research sample was 124 out of 170 PT PLN (Persero) UPT Palembang employees, taken by random cluster sampling. The data used in this study is primary data collected using a questionnaire. The analysis technique used is multiple linear regression. The results of multiple linear regression testing show a significant influence of Competence, Motivation and Work Discipline on employee performance at PT PLN (Persero) UPT Palembang. Partially shows that competence has a positive and insignificant effect on employee performance. In contrast, Motivation and Work Discipline positively and significantly affect the Performance of PT PLN (Persero) UPT Palembang Employees.

Keywords: Competence, Motivation, Work Discipline, Employee Performance

How to Cite:

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1. Introduction

Human Resources is the principal capital supporting the company's success if appropriately managed. The support of quality human resources will align with the realization of the company's vision and mission. Human resources can be qualified if they perform well by completing all obligations following predetermined results. If the company does not have qualified human resources, it will impact company performance over time due to the dynamic development of the times. According to Sutrisno (2017), human resources are the only resources

that have feelings, desires, skills, knowledge, encouragement, power and work (ratio, taste and intention).

Human resources have an important role either individually or in groups, and human resources are one of the main drivers for the smooth running of an organization's activities; even the success of a company is determined by the existence of its human resources. Employees as human resources in an organization or institution must be supported by the abilities of their employees to progress and develop if there is strong support from employees. For this reason, every company needs to pay attention to and regulate the whereabouts of its employees to improve good performance.

Performance is the result of work in quality and quantity that employees can achieve while completing the main tasks with the responsibilities assigned to them. Performance can be seen in individual performance and organizational performance. The term performance comes from the word job performance or current performance (job performance or current performance achieved by an employee). Performance can affect the ongoing activities of an organization; the better performance shown by employees will significantly assist in the development of the organization or agency.

According to Busro (2018), performance is the result of work that can be achieved by employees both individually and in groups within an organization, following the authority and responsibilities given by the organization to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability resolve the problem within the legally given time limit, do not violate the law and following morals and ethics.

Many factors affect employee performance, including competence. According to Wibowo (2017), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. The higher the ability that exists in an employee and is driven by work actions caused by obligations in work, the higher the performance the employee achieves. In improving the performance of employees, an employee with competent skills and expertise is urgently needed to increase the quantity and quality of his performance.

A study on the effect of competence on employee performance was conducted by Soetrisno and Gilang (2018), Fauzi (2019), Turangan (2020), Krisnawati and Bagia (2021), and Aulia (2021). The study results show that competence has a positive and significant effect on employee performance—meanwhile, Herman's research (2017). The results of the study show that there is a positive and insignificant effect of competency on employee performance.

Another factor that influences employee performance is Motivation. According to Wibowo (2017), Motivation is the impetus for a series of processes of human behaviour in achieving goals. At the same time, the elements contained in Motivation include arousing, directing, maintaining, showing intensity, being continuous and having a purpose.

The research on the effect of Motivation on employee performance is conducted by Hendri Herman (2017), Widhianingrum (2017), Erica, Suryani, Hoiriah and Vidada (2020), Liliana and Kadang (2021) and Priyatno (2022). The study results show that Motivation positively and significantly affects employee performance. Meanwhile, Hidayat's research (2021) found a positive and insignificant effect of Motivation on employee performance.

Work discipline also affects employee performance. According to Wibowo (2017), work

discipline is an attitude of readiness and readiness of a person to follow and comply with applicable regulations, both written and unwritten. It can carry them out and not avoid the consequences if he violates the duties and authority given to him.

The research entitled, the effect of work discipline on employee performance, Pangarso and Susanti (2016), Suci and Yulia (2020), Tjahyanti and Chairunnisa (2020), Vallennia, Atikah and Azijah (2020), and Hidayat (2021). The study results show that work discipline has a positive and significant effect on employee performance. While the research of Dwikristianto and Kempa (2017). The results of the study show that there is a positive and insignificant effect of work discipline on employee performance.

PT PLN (Persero) UPT Palembang is one of the implementing units under the guidance of PT PLN (Persero) Distribution and Load Management Center (P3B) Sumatra, which is located at Jl. MP. Mangkunegara No. 1A, 8 Ilir, Kec. Kalidoni Palembang City, South Sumatra 30163. His duties are distributing high-voltage electricity, operating substations and maintaining high-voltage networks and substations. UPT Palembang oversees 4 Substation Transmission Service Units (ULTG) units, namely ULTG Boom Baru, ULTG Borang, ULTG Keramasan and ULTG Prabumulih. To support development by applying the principles of a Limited Liability Company, PT PLN (Persero) UPT Palembang wants competent employees to achieve predetermined goals to achieve reliable performance. At PT PLN (Persero) UPT Palembang, employee performance evaluation is carried out every semester.

Based on the data, the quantity performance of PT PLN (Persero) UPT Palembang employees has yet to be maximized. This can be seen from the number of employees who score Very Potential, Optimal and Potential; the numbers fluctuate and tend to go up and down. Judging from the quality, the employee's performance has not been maximized, where several employees get the Need for Adjustment score because the quality of their competence could be better. Furthermore, employee independence is also seen from the need for more employee concern in implementing the rules set by the company so that employees get satisfactory performance results.

The above performance is influenced by competence to encourage performance improvement for PT PLN (Persero) UPT Palembang employees. The phenomenon in the work experience indicator is that there are still employees who do not have experience in the field of work, so it is necessary to increase optimal performance to achieve performance targets. The phenomenon that occurs in the education indicator is that education level is essential for developing employee competence, as can be seen from the number of employees who have a Master's degree education level which is still very small due to the low desire of employees to upgrade their education to a higher level.

The phenomenon in self-concept indicators is that some employees still need to gain the attitude of the initiative to help colleagues solve problems in the work team (teamwork). In addition, the leadership gave employees new assignments and sometimes did not involve other fields to help complete the task. As a result, the completion of work according to the leadership's orders must have been completed correctly.

Work motivation also affects employee performance. Employees in each activity must be motivated to achieve organizational goals and work actively and optimally according to their abilities. The phenomenon in work performance indicators is that the performance appraisal results follow the achievements; it's just that the performance appraisal results are not objective

and are seen only as a formality. The phenomenon that occurs in indicators of recognition from superiors is the need for more appreciation given by leaders to employees who have carried out or carried out their work, and there are still many employees who rarely get promotions. In addition, some employees feel that leaders discriminate and do not pay the same attention to employees as other employees. The phenomenon in self-actualization indicators is that some employees feel their career development is decreasing. They only stay in that position despite providing their expertise and potential. As a result, they are not eager to develop their skills and potential.

Work discipline at PT PLN (Persero) UPT Palembang experienced problems. In addition, work discipline affects employee performance. The phenomenon that occurs in indicators of obedience to regulations is that employees still need more awareness in understanding, implementing and complying with the provisions of employee discipline in the company so that violations committed by employees impact their performance results. The phenomenon that occurs in indicators of adherence to work standards is that there are still employees who do not comply with work discipline regulations that exist in the company; for example, there are still employees who are late doing a task not on time and the accuracy of employees doing a task still does not meet company expectations or standards. So the target of work standards has yet to be achieved. The phenomenon that occurs in ethical work indicators is that many employees are still unable to establish good relationships with co-workers, resulting in a lack of good communication with other employees. Based on various descriptions of the problem, the researcher is interested in conducting research titled The Influence of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang.

2. Literature Review

Performance is the result of work in quality and quantity that employees can achieve while completing the main tasks with the responsibilities assigned to them. Performance can be seen in individual performance and organizational performance. The term performance comes from the word job performance or current performance (job performance or current performance achieved by an employee). Performance can affect the ongoing activities of an organization; the better performance shown by employees will significantly assist in the development of the organization or agency.

Employee performance is the level of ability of an employee to achieve the implementation of tasks which is a combination of one's capacity and effort following the responsibilities and authorities in a company. According to Edison, Anwar and Komariyah (2018), performance is the result obtained by an organization; the organization is profit-oriented and non-profit-oriented, produced over time. Meanwhile, according to Hamali (2016), performance is the output produced by a job or profession's functions or indicators within a certain time. According to Busro (2018), performance is the result of work that can be achieved by employees both individually and in groups within an organization, following the authority and responsibilities given by the organization to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problem according to the legally given time limit, does not violate the law and is following morals and ethics.

Competence is the workability of each individual, which includes aspects of work experience, education, knowledge and skills that follow standards that can be measured to show individual behaviour and work performance in an organization. Competence is the ability of an employee to do a job based on skills and expertise and is supported by the work attitude required by the

job. According to Edison, Anwar and Komariyah (2018), competence is an individual's ability to carry out a job properly and have advantages based on knowledge, skills and attitudes. According to Wibowo (2017), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. According to Noor (2022), competence is a person's ability, knowledge, and skills in carrying out an activity or assignment, so competence is an important thing that every employee in an organization must own to support his work. According to Busro (2018), competence is everything that is owned by a person in the form of knowledge and skills and other individual internal factors to be able to do a job based on the knowledge and skills they have.

According to Wibowo (2017), motivation is the impetus for a series of processes of human behaviour in achieving goals. Motivation includes directing, maintaining, showing intensity, being continuous and having a purpose. According to Uno (2023), motivation is an impulse that arises from internal and external stimuli so that a person wishes to make specific changes in behaviour/activities better than the previous situation. According to Busro (2018), motivation is a driving force from within the individual to carry out certain activities to achieve goals. Employees will be encouraged to do their best in carrying out their duties by providing the right motivation. They believe that their interests will also be maintained with the organisation's success in achieving its goals and objectives. From several definitions put forward by several experts, it can be concluded that motivation is a driving factor for an employee's behaviour to achieve goals; of course, this is different from one individual to another.

According to Yulianty (2019), work discipline is a person's willingness and awareness to obey and obey the rules and norms that apply to their duties and responsibilities. Surajiyo, Nasruddin and Herman Paleni (2020) define work discipline as a mental attitude reflected in the actions or behaviour of individuals, groups or society in obedience to rules or provisions set for a particular purpose. According to Afandi (2018), work discipline is an order or regulation made by the management of an organization, approved by the board of commissioners or capital owners, agreed upon by the union and known by the Manpower Office so that people who are members of the organization are subject to the rules. That exists with pleasure, creating and forming through a process and a series of behaviours that show the values of obedience, obedience, order, and order. Because it has become one with himself, his attitude or action is no longer or is not felt at all as a burden; on the contrary, it will burden him if he does not act as usual. Work discipline is an attitude of respecting and obeying regulations against regulations, both written and unwritten, within the company.

According to Kasmir (2016), many factors affect performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. Meanwhile, according to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Research by Budiman, Saerang and Sendow (2016) and Andriyani, Siddiq, Hardjowikarto and Elyani (2021) found that competence has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Motivation has a positive and significant impact on employee performance. There are indications of competence, motivation, and work discipline problems among PT PLN (Persero) UPT Palembang employees, where there is indiscipline which results in non-optimal employee performance.

According to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Competence positively and significantly affects employee performance (Soetrisno & Gilang, 2018; Fauzi, 2019; Turangan, 2020). The competency of employees at PT PLN (Persero) UPT Palembang appears to be problematic because of work experience, education, and self-concept, so the impact on performance can be seen from the presence of several employees who do not have experience in the field of work, the lack of several employees whose education level is still very high due to the low desire of employees to improve their education to a higher level. In addition, some still need more initiative to help colleagues solve teamwork problems. Sometimes, employees are not involved in other fields to help complete new tasks the leadership gives.

According to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Research by Herman (2017), Widhianingrum (2017), and Priyatno (2022) found that work motivation has a positive and significant effect on employee performance. Employee motivation at PT PLN (Persero) UPT Palembang appears problematic because of work performance, recognition from superiors and self-actualization so; that the impact on performance can be seen from the problem of lack of appreciation from the leadership, and some employees feel that there is a difference in attention to each other employee. In addition, employees feel that their career development is staying the same. They only stay in that position even though they have given their skills and potential to the company, which makes employees less motivated to develop their skills and potential.

According to Kasmir (2016), many factors affect performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. In research conducted by Pangarso and Susanti (2016), Suci and Yulia (2020), and Hidayat (2021). Employee work discipline at PT PLN (Persero) UPT Palembang appears to be problematic because of compliance with regulations, adherence to work standards, and work ethically so that has an impact on performance which can be seen from the problem of violations committed by employees and the inability to establish good relations between colleagues Work.

3. Research Method

The methodology used in this study is a qualitative and quantitative research methodology with survey methods and using questionnaires. While the survey method, according to Sugiyono (2010), is natural (not artificial), researchers carry out treatments in data collection, for example, by distributing questionnaires, structured interviews and so on. The quantitative method can be interpreted as a research method based on the philosophy of positivism, used in research on specific populations or samples, data collected using research instruments, data analysis is quantitative or statistical, to describe and test the hypotheses applied (Sugiyono, 2010).

The research population is PT PLN (Persero) UPT Palembang, based on data from PT PLN (Persero) UPT Palembang staff until the end of semester 2 of 2022 ± 170 employees. The independent variables in this study are competence (X1), motivation (X2), and work discipline (X3). The dependent variable in this study is Employee Performance (Y), and the research object at PT PLN (Persero) UPT Palembang. In this study, the sampling technique used was

cluster random sampling. In this study, the breadth of data sources referred to is because the respondents came from five different work units at PT PLN (Persero) UPT Palembang.

Primary data collection techniques were obtained directly through filling out questionnaires by employees of PT PLN (Persero) UPT Palembang. To get data and information from PT PLN (Persero) UPT Palembang employees, the authors collected data using the direct contact method when they were in the office by interviewing respondents face to face directly between the researchers and the respondents through the questionnaires that had been distributed. The analytical model used in this study uses multiple linear analysis.

4. Findings and Discussions

Based on Table 1, it can be seen that the constant value (α value) is 5.950, the B Competence value (β value) is 0.037, the B Motivation value (β value) is 0.206, and the B Work Discipline value (β value) is 0.371. So it can be obtained multiple linear equations as follows: $Y = 5.950 + 0.037 \text{ Competence} + 0.206 \text{ Motivation} + 0.371 \text{ Work Discipline}$

This means the equation obtained is as follows: (a) The constant value of Employee Performance is 5.950, which states that if Competence, Motivation and Discipline of Work equal zero, then Employee Performance is 5.950. (b) A Competency Coefficient of 0.037 means that whenever there is an increase in Competence, the Employee's Performance will also increase; conversely, if there is a decrease in Competence, the Employee's Performance will also decrease. (c) The motivation coefficient of 0.206 means that whenever there is an increase in motivation, the employee's performance will also increase; conversely, if there is a decrease in motivation, the employee's performance will also decrease. (d) The Coefficient of Work Discipline of 0.371 means that whenever there is an increase in Work Discipline, then Employee Performance will also increase; conversely, if there is a decrease in Work Discipline, then Employee Performance will also decrease.

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.950	1.642	
	Kompetation	.037	.102	.038
	Motivation	.206	.046	.396
	Works Discipline	.371	.087	.393

Based on Table 2, the results of the F test (simultaneous) obtained $F_{\text{count}} 47.653 > F_{\text{table}} 2.70$ and a P value of $0.000 < 0.05$, which means Competence, Motivation and Work Discipline together have a relationship with Employee Performance. This means that Competence, Motivation and Work Discipline together significantly affect Employee Performance at PT PLN (Persero) UPT Palembang.

The results of the simultaneous analysis with a confidence level of 95% prove that the hypothesis is accepted, which means that Competence, Motivation and Work Discipline have a significant effect on Employee Performance. Competency, Motivation, and Work Discipline are interrelated and can jointly influence Employee Performance; this is also evidenced by the results of the coefficient of determination, which shows a contribution of Competence, Motivation and Work Discipline of 0.532 or 53.2%. Based on the questionnaire results from employee statement items that get the results of Very Potential, Optimal and Potential, it always increases that respondents stated Neutral 39.5%, Disagree 8.9% and Strongly Disagree 2.4%.

This is because employees who get Very Potential, Optimal and Potential ratings only sometimes increase. Furthermore, for employee statement items that get the results of the Need for Adjustment assessment, the achievement of competency quality is good, showing the results of respondents answering Neutral at 29.0%, Disagree at 7.3% and Strongly Disagree at 0%. This is because there are still employees who feel there is no need to improve the quality of their competence. Factors that affect performance include Work Discipline. Meanwhile, according to Edison, Anwar and Komariyah (2018) factors that influence performance include competence and motivation.

This is in line with the theory stated by Kasmir (2016). This study's results align with previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendean Manado). The results of the study show that competence influences employee performance. Motivation influences Employee Performance, and Work Discipline affects Employee Performance. Based on the respondents' answers to Competency, Motivation and Work Discipline, the answers appear more in groups in the agree and strongly agree options, even though the respondents who chose a neutral answer were also relatively high, and very few decided to disagree and strongly disagree responses. Namely, groups in the choices agree and strongly agree; those who choose neutral responses are also relatively high, and very few select answers that disagree and strongly disagree. With this pattern of solutions, the effect of the answers on Employee Performance is also relatively the same.

Table 2. ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	501.053	3	167.018	47.653	.000 ^b
	Residual	420.584	120	3.505		
	Total	921.637	123			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Disiplin Kerja, Motivasi, Kompetensi

Table 3 shows that the t value and the degree of significance of Competence, Motivation and Work Discipline are indicators of acceptance and rejection of the hypothesis. The confidence level is 95%, so the value $\alpha = 0.05$. Competence has a t value of $0.363 < t_{table} 1.980$, so it can be said that competence does not affect employee performance. From the significance value of $0.717 > 0.05$, it can be stated that competence has no significant effect on employee performance. Based on these results, the research hypothesis is that competence does not affect employee performance partially, so H0 is rejected, and H1 is accepted.

The test results prove that competence has a positive and insignificant effect on employee performance. The competence referred to in this study is competence, which is the ability of an employee to carry out or perform a job that is based on skills and knowledge and is supported by the work attitude required by the job. Based on the questionnaire results from the statement item, education level is fundamental to developing employee competence. The respondents answered Neutral 11.3%, Disagree 2.4% and Strongly Disagree 0.8%. This is because there are still employees who do not wish to improve their education to a higher level. Furthermore, item statements from employees involving other fields to help complete new tasks given by the leadership show the results of respondents answering Neutral at 10.5%, Disagree at 4.0% and Strongly Disagree at 0%. This is because some employees still need to involve other fields in completing new tasks.

This is not in line with the theory stated by Kasmir (2016) that there are factors that affect performance, including capabilities and expertise (competence). The results of this study are also different from previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendea Manado), where the results of his research show that competence has a positive and significant effect on employee performance. Why is competence not significant? Previous studies used indicators of ability/skills to produce outstanding employee performance. The use of indicators may not be suitable. The competencies needed by employees of PT PLN (Persero) UPT Palembang may be in knowledge so that they can master skills and have pretty extensive knowledge in their field of work. To overcome the problems, the researchers suggest that employees should increase their work experience so that they know more about their current field of work and try new challenges in their work and have an attitude of the initiative to help co-workers in teamwork (teamwork) and involve other areas so that the tasks assigned can be carried out well. In addition, employees also need to increase their level of education to improve mastery of various knowledge, skills and abilities to achieve self-development in each employee.

Motivation has a t value of $4.451 > t$ table 1.980 , influencing employee performance. From the significance value of $0.000 < 0.05$, motivation significantly influences employee performance. Based on these results, the research hypothesis is that motivation partially affects employee performance, so H_0 is accepted and H_2 is rejected.

The test results prove that motivation positively and significantly affects employee performance. Motivation is a driving factor for an employee's behaviour to achieve goals; of course, this differs from one individual to another. Based on the questionnaire results from the item statement of the results of the employee performance appraisal obtained according to achievement and objective, the respondents answered Neutral 25.0%, Disagree 6.5% and Strongly Disagree 0.8%. This is because the performance appraisal results must match the achievements and objectives. Furthermore, the statement items from employees always get promotions showing the results of respondents answering Neutral at 33.1%, Disagree at 2.4% and Strongly Disagree at 3.2%. This indicates that there are still employees who do not get promotions.

This study's results align with previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendea Manado). The results of his research show that motivation has a positive and significant effect on employee performance. These results differ from a study by Hidayat (2021). Why is motivation not have a significant impact? The use of indicators may not be suitable. Motivation in previous studies used indicators of the need for appreciation and remuneration, resulting in low employee motivation at work. Whereas in this study, the indicators used for PT PLN (Persero) UPT Palembang employees were work performance, recognition from superiors and self-actualization. To overcome this problem, the researchers suggest that employees should not consider the performance appraisal results a formality. Employees should continue to develop their potential and expertise to optimize their abilities further to do their jobs. Leaders also need to give the same appreciation and attention to employees so that no more employees feel discriminated against other employees.

Work Discipline has a t value of $4.273 > t$ table 1.980 , so it can be said that Work Discipline has an influence on Employee Performance. From the significance value of $0.000 < 0.05$, it can

be stated that Work Discipline significantly impacts Employee Performance. Based on these results, the research hypothesis is that Work Discipline partially affects Employee Performance, so H0 is accepted, and H1 is rejected.

The test results prove that Work Discipline positively and significantly affects Employee Performance. Work Discipline is respecting and obeying the rules of written and unwritten regulations within the company. Based on the questionnaire results from the employee statement items that have complied with the employee discipline regulations that exist in the company. The respondents answered Neutral 5.0%, Disagree 1.0% and Strongly Disagree 0%. This is because some employees must still comply with employee discipline rules. Furthermore, employee statement items have work standards in carrying out their work, indicating that respondents answered Neutral at 4.8%, Disagree at 0%, and Strongly Disagree at 0%. This shows that there are still employees who still need to have work standards in carrying out their work.

This study's results align with previous research conducted b16, Saerang and Sendow (2021), The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendean Manado). Where the results of his research show that work discipline has a positive and significant effect on employee performance, these results differ from a study conducted by Satedjo (2017). Why does work discipline have no significant impact? The use of indicators may not be suitable. Work Discipline in previous studies used indicators of attendance at work, so this study talks about employee working hours, where many employees still come and go home not according to company working hours. Whereas in this study, the indicators used for PT PLN (Persero) UPT Palembang employees were obedience to regulations, standards, and ethical work. To overcome this problem, the researchers suggest that employees need to have awareness in understanding, implementing and complying with the provisions of employee discipline and work standards that exist in the company so that no more employees commit violations and can reflect discipline in carrying out their work, as well as the need for one-to-one interaction approaches each other and communication to establish a good relationship between colleagues.

Table 3. t-test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.950	1.642		3.623	.000
	Compentation	.037	.102	.038	.363	.717
	Motivation	.206	.046	.396	4.451	.000
	Work Discipline	.371	.087	.393	4.273	.000

a. Dependent Variable: Kinerja Pegawai

5. Conclusion

It can be concluded that there is indeed a positive and significant effect simultaneously between Competence, Motivation and Work Discipline on Employee Performance at PT. PLN (Persero) UPT Palembang. Then the suggestions of researchers are as follows: (1) PT. PLN (Persero) UPT Palembang needs to pay attention to the Competence, Motivation and Work Discipline of its employees because in proving the hypothesis, it is proven that these three variables have a significant effect on Employee Performance. (2) Employees should increase their work experience to broaden their field of work knowledge and increase their level of education so that they can excel in various knowledge, skills and abilities that employees can achieve in self-

development and increase initiative to help colleagues in teamwork (teamwork). (3) Employees should not view performance appraisal results as just a formality; employees need to increase their potential to optimize their abilities in their work, and leaders need to give appreciation to employees so that there are no more employees who feel discriminated against. (4) Employees should increase awareness in understanding, implementing and complying with employee work discipline regulations and work standards in the company and improve communication to establish good relationships between colleagues.

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The Effect of Leadership, Motivation and Work Discipline on Employee's Performance: A Case Study of Husky CNOOC Madura Limited (HCML)

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Abstract

This study aims to determine the influence of leadership, motivation and work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. The object of this research is the employees of Husky Company CNOOC Madura Limited (HCML). The population in this study amounted to 211 employees, with a total sample of 139 Husky Company CNOOC Madura Limited (HCML) employees. The sampling technique used is probability sampling. The data used is primary data. Data collection techniques by distributing questionnaires. The data analysis used is the instrument test, the classical assumption test and the multiple linear regression test using a significant level of 5%. The results showed a significant influence of leadership, motivation, and work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. It indicates a significant influence of leadership on the performance of Husky CNOOC Madura Limited (HCML) employees. Shows that there is a significant influence of motivation on the performance of Husky CNOOC Madura Limited (HCML) employees. It indicates a significant effect of work discipline on the performance of Husky CNOOC Madura Limited (HCML) employees. The variables of leadership, motivation, and work discipline can explain changes in employee performance by 57.2%, and the remaining 42.8% is explained by other variables not included in this study.

Keywords: Employee performance, leadership, motivation, and work discipline

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1. Introduction

Human resources have an important role in an organization. Even though it is supported by facilities and infrastructure and excessive financial resources, with the support of reliable human resources, organizational activities will be completed properly. This shows that human

resources are the primary key that must be considered with all their needs. As the main key, human resources will determine the success of implementing organizational activities. Organizational demands to obtain, develop and maintain quality human resources are increasingly urgent following the ever-changing dynamics of the environment.

Changes need top management support as an important first step, not just lip service. Leaders must be able to mobilize a team, work processes must be developed, and human resource processes must be the main focus. According to Kurniawanto (2016), human resource management (MSDM) is a field of general management which includes aspects of planning, organizing, controlling and implementing.

Human resources is a driving force for many organizations influenced by the behaviour of the participants (participants) or actors. The granting of authority and responsibility regulates the participation of human resources in the organization. Formulate the authority and responsibility that employees must achieve with standards or benchmarks set and agreed upon by employees and superiors. Employees and their respective superiors can set work targets and performance standards that must be achieved and assess the actual results achieved at the end of a specific period.

Employee performance issues are still in the spotlight in a company's progress. Good employee performance is one of the keys to a company's success and sustainability. According to Mangkunegara and Prabu (2011), performance is the result of work in quality and quantity produced by a worker in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Kasmir (2016), performance is work performance that someone can achieve in carrying out tasks according to the responsibilities given. Some things that can affect performance are leadership, motivation, discipline, ability or expertise, knowledge, work design, personality, organizational culture, job satisfaction, work environment, and work commitment.

Leadership is a very influential factor in the development of employee performance. However, it is not easy to understand and apply leadership properly. Work motivation needs to be owned by an employee, and a leader must direct it. To get optimal work results, one of which is the ability of leaders to direct employees to be willing to do what the company wants. Leaders in a company, both profit-oriented and non-profit-oriented, have a dominant position in determining the progress of a company. The performance produced by a company is an illustration of the ownership of the results provided by the leader who manages the company (Fahmi, 2013).

Motivation also has a vital role in improving employee performance. An employee can achieve multiple motivations when involved in achieving organizational goals. Appreciation from the leadership can motivate employees. So motivation is something that causes, distributes, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2017).

Besides leadership and motivation, work discipline also influences employee performance. With the discipline/discipline of work from interested parties, achieving the company's desired goals becomes possible. Discipline must be upheld in a company organization. With the support of good employee discipline, it is easier for companies to realize their goals. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, the existence of work discipline will guarantee the maintenance of order and the smooth implementation of tasks so that optimal results are obtained, organizational targets will be achieved, and for employees, a pleasant working atmosphere will be obtained to increase

morale in carrying out work. So, discipline is the key to a company's success in achieving its goals (Hasibuan, 2017). However, this contradicts the research of Septiani (2020), which states that leadership does not affect employee performance; even though employees do not have good leaders, they still work according to their respective duties.

The results of research conducted by Ismawati (2017) show that motivation does not affect employee performance, which means that motivation does not affect performance; even though employees are not motivated, they still work according to their respective duties. Meanwhile, research conducted by Syah, Marnisah and Zamzam (2021) shows a significant influence on employee performance, so any increase in employee motivation will increase employee performance in their duties.

Based on the research results conducted by Istifadah and Santoso (2019), discipline has a positive and significant influence on performance. This contradicts the results examined by Gustiatun (2015), which shows no effect of work discipline on employee performance.

Husky-CNOOC Madura Limited (HCML), one of the production sharing contracts (PSC) of the Upstream Oil and Gas Business Activities Executive Agency (BPMIGAS), which was later changed to the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), Ministry of Energy and Mineral Resources, as a representative of the Government of the Republic of Indonesia to explore and exploit oil and natural gas in the Madura Strait.

As a company implementing upstream oil and gas business activities, which rely on the level of performance of its employees, the company is required to optimize its employees' performance in the hope that its goals will be achieved. In facing this competitive competition, companies are required to improve company performance in all aspects of the company, including marketing, financial, production, and human resource aspects. To get good results, quality human resources must support one and have a competitive advantage, namely multi-skilling knowledge, which is a strength for organizations to face business challenges. Skilled and reliable employees will create efficiency in the company.

Based on the results of a survey conducted by the authors at the HCML company, the authors found phenomena that became a problem within the company, namely employee performance that was not following the wishes and goals of the company. The cause is a decrease in quality, quantity and timeliness. The performance achievements in quantity (quantity indicator) or the amount of gas lifting that HCML can carry out still need to meet the set targets from January to November 2022; it looks not optimal. This is because, in those months, there were equipment breakdowns and unplanned shutdowns. This condition makes performance achievements in quantity not optimal and has yet reached the set targets.

The failure to achieve the above production results is also caused by the phenomenon that occurs from the quality of work (quality indicator), which is not optimal, marked by the presence of several employees who do not work according to the standard procedures set so that the quality of the gas produced is poor and cannot be channelled to consumer. This was also added because there were several spare parts (materials) ordered which needed to be managed efficiently; spare parts should have been in the field, but due to late arrival times resulting in sub-optimal work results.

The phenomenon of leadership variables that have problems with work instruction indicators where leaders do not provide clear directions to subordinates when problems occur so that problems often arise protracted without any solution. The indicator of the ability to hear

suggestions has a phenomenon. When problems arise, leaders in the field do not want to listen to input from their subordinates or other departments, so the decisions are inappropriate. Not only the indicators but the exemplary indicator also has problems/phenomena where leaders do not provide the right example to employees, such as the behaviour of leaders who do not reflect themselves as leaders, such as lack of motivation for employees under them and lack of interaction with subordinates, which results in the high distance between subordinates and superiors.

The phenomenon of motivational variables that is problematic with indicators of self-esteem is that there is no appreciation from the company for employees who have done/demonstrated good work performance, so employees do not work hard. This causes employees to try to find another job. Another problematic indicator is physical needs (bonus giving), where employees think the company needs to give adequate bonuses and the benefits provided are not following the employee's role when the employee meets the expected work goals so that employees are not motivated to work even better. Furthermore, the problematic indicator is physical needs (housing facilities); in this case, many employees leave the company when other companies provide housing facilities and other facilities that are more adequate because the current company feels inadequate. The phenomenon of work discipline variables in HCML is regarding punctuality, adherence to rules and responsibilities of HCML employees.

It can be seen that there is a problem with the indicator of obedience to office rules marked by the number of employees absent on that day without clear reasons, which should have been 211 people present on that day, but only 142 people were present. While the problem with the timeliness indicator, some employees enter and leave work not according to the set time, some employees arrive late, and some leave early, namely entering at 07:00 and leaving work at 16:00. Whereas, in high responsibility, it is found that many employees carry out tasks not following superiors' orders and ignore existing procedures in the organization.

2. Literature Review

According to Wibowo (2017), performance is a description of the achievement of the implementation of an activity or program to realize the goals, objectives, vision and mission of the organization contained in the strategic planning of an organization. Employee performance is the result of performance that a person or group of people can achieve in an organization both qualitatively and quantitatively following the authority, duties and responsibilities of each individual to achieve the goals of the organization concerned without unlawful and following morality or ethics. The company can develop the desire of every individual in the company, so with this development, the company will be able to compete and keep up with the times. Therefore, the goals expected by the company can be appropriately achieved. Optimal and stable performance is not a coincidence. Of course, employees have gone through the stages of good performance management and made maximum efforts to achieve it because performance management is a process of planning, organizing, implementing and controlling performance achievement. It is communicated continuously by leaders to employees, between employees directly and their superiors.

According to Hamali (2016), performance is the output produced by a job or profession's functions or indicators within a specific time. Meanwhile, according to Edison, Anwar and Komariyah (2018), performance results from a process that refers to and is measured over a certain period based on predetermined terms and agreements. Employee performance is essential because, with this performance, it will be known how far the employee's ability is in

carrying out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference. Performance is the willingness of a person or group of people to carry out an activity and perfect it following their responsibilities with the expected results. Performance can also be referred to as the result of a group of people by a company following their respective authorities and responsibilities to achieve company goals legally, not breaking the law and not contradicting morals or ethics. From the explanation of the theory regarding the notion of performance, it can be concluded that performance is the result of something that has been done within the organization according to the responsibilities and authorities that have been given to individuals or work groups in order to achieve organizational goals following existing values and norms.

Leadership is a person's ability to direct other people who are organized, following the wishes and provisions for achieving organizational goals. In essence, leaders can influence morale, job satisfaction, work life, and an organization's achievement level. To achieve all these things, a leader must have the ability and leadership skills to direct his subordinates to achieve a company's goals. According to Wibowo (2017), leadership is the nature, habits, temperament, character and personality distinguishing a leader in interacting with others. Meanwhile, according to Hasibuan (2017), leadership is a way for leaders to influence their subordinates so they want to work together and work productively to achieve organizational goals.

According to Busro (2018), leadership is the behaviour of an individual who directs a group's activities towards one goal to be achieved together. Meanwhile, according to Afandi (2018), leadership is a process of influencing groups towards achieving leadership goals wherever influencing or encouraging a person or group of people to work voluntarily to achieve specific goals or targets in certain situations. In conclusion, leadership is the driving force for all activities or activities to influence the will of others to achieve common goals. Behaviours and strategies result from skills, traits, and attitudes often applied by a leader when trying to influence the performance of his subordinates.

According to Wibowo (2017), motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are intangible, which provide the strength to encourage the individual to behave in achieving goals. If individuals are motivated, they will make positive choices to do something because motivation can spur employees to work hard to satisfy their desires and increase their work productivity, ultimately affecting the achievement of organizational goals. Meanwhile, according to Hasibuan (2017), motivation causes distributes, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results. Based on the understanding of motivation, it can be concluded that motivation arises from within a person to achieve specific goals and can also be due to encouragement from others. However, good motivation is a motivation that arises from within oneself without any coercion.

Work discipline is an attitude, behaviour and actions that follow written and unwritten rules by company management to achieve company goals. If they violate, there will be sanctions for the violation. The main aim of discipline is to maximize results by preventing the wastage of time and energy. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. In addition, discipline tries to prevent damage to or loss of property, machinery, tools and work equipment caused by carelessness, jesting or theft. Good discipline is reflected in the amount of a person's sense of responsibility towards the task given to him. Regulations are needed to create good order in the office where they work because the discipline of an office or place of work is said to be good if some employees obey the existing

regulations. Hasibuan (2017) states that discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. So, work discipline is one of the functions of human resource management as a guide in implementing company rules. Based on the understanding of work discipline, it can be concluded that work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and the ability to carry them out and not shy away from accepting sanctions if he violates his duties and the powers conferred upon him.

According to Kasmir (2016), the factors influencing performance include leadership, motivation and work discipline. A similar study was conducted by Potu (2013); the results of his research showed that leadership, motivation and work environment simultaneously had a positive and significant effect on employee performance. While Hernowo's (2011) research results show that the observance of employee working time still needs to be higher because the level of awareness of employees towards time still needs to be improved. At the same time, employees' obedience in carrying out their duties has been categorized as good as a guide in carrying out work. Employee performance achievements need to follow the wishes and goals of the company. The cause is a decrease in the quantity/amount of production due to frequent unplanned production stoppages due to poor equipment maintenance by employees, decreased production quality and lack of timely equipment provision efficiency.

The factors that influence performance include leadership (Kasmir, 2016). Leadership factors play an essential role in the overall effort to improve performance at the individual or organizational level. It is said so because performance does not highlight from the point of view of the implementing staff, who are generally technical, but from the group and managerial as well.

Similar studies that have been conducted by Utami (2015) and Wihardi, Pradhanawati and Nugraha show that leadership has a positive effect on employee performance, meaning that leadership influences employees through the communication process to achieve organizational goals is expected to cause positive changes in the form of dynamic strength who can coordinate the organization in order to achieve its goals if it is determined following the corridors that have been determined by both parties following the position held.

Based on the results of interviews conducted by the author with HCML employees. It can be seen that the leadership still needs to improve. The problem of inaccurate work instructions given by the leadership, the leader who does not listen to input from subordinates and the lack of example from a leader results in incompetent leadership.

According to Kasmir (2016), the factors influencing performance include motivation. Motivation can better shape a person's behaviour in carrying out their duties. Therefore, high employee motivation can be directly proportional to an organization's performance results. Motivation can positively and significantly influence employee performance; decreased employee motivation can be caused by a lack of organizational attention to employees. Therefore, organizations must provide space for employees to carry out their aspirations and provide good rewards for employees so they can be motivated to carry out their duties. Employees will be motivated if they get praise and attention from the leader. If employees are motivated, it will increase employee performance.

High-motivation employees will perform their duties optimally to achieve the organization's goals. This statement is supported by the results of research conducted by Hasanudin (2019), and Faisal and Asri (2022); the results of the research show that work motivation has a positive

and significant influence on employee performance. Based on the results of this study, it was found that the high condition of work motivation will affect employee performance.

Based on the results of interviews conducted by the author with HCML employees, it can be seen that there are still some employees whose work motivation is low. have additional incentives; apart from that, there are still employees who rent houses quite far from the work location which results in employees being late every day, which employees hope for housing facilities provided by the company. From the description of the interview results, there are still indications of low motivation.

3. Research Method

This research was conducted at the Husky CNOOC Madura Limited (HCML) company, which is one of the Production Sharing Contracts (PSC) of the Upstream Oil and Gas Business Activities Executive Agency (BPMIGAS), which was later changed to the Special Task Force for Upstream Oil and Gas Business Activities. (SKK Migas), Ministry of Energy and Mineral Resources, as a representative of the Government of the Republic of Indonesia, to conduct exploration and exploitation of oil and gas in the Madura Strait, having an address in Indonesia. The type of data used in this research is quantitative data. The type of quantitative data in this study is obtained from filling out a data questionnaire as an instrument. Primary data in this study were from direct interviews and the results of filling out questionnaires conducted by respondents, namely HCML employees. The variables tested are the independent variables consisting of Leadership (X1), Motivation (X2) and Work Discipline (X3) to the dependent variable, namely Employee Performance (Y). The population used in this study was 211 HCML employees. The sampling technique uses probability sampling, which provides equal opportunities for each element (employee) of the population to be selected as a sample member, in this case, using the Cluster Sampling technique. The analytical method used in this study is multiple regression (Fauzi, Dencik & Asiati, 2019).

4. Findings and Discussions

The following result of multiple regression is $Y = 0.808 + 0.327X_1 + 0.291X_2 + 0.163X_3$. A constant value of 0.808 is positive, indicating that if leadership, motivation, and work discipline are zero, then the performance of Husky-CNOOC Madura Limited (HCML) employees will still be positive. The leadership coefficient value is 0.327, indicating that leadership positively affects employee performance. This means that if leadership is improved, then employee performance will increase. Conversely, if leadership decreases, employee performance will decrease with the assumption that motivation and work discipline remain.

The motivation coefficient value is 0.291, indicating that motivation positively affects employee performance. This means that if there is an increase in motivation, the employee's performance will increase. Conversely, if motivation decreases, employee performance will decrease with the assumption of leadership and permanent work discipline. The coefficient value of work discipline is 0.163, indicating that work discipline positively affects employee performance. This means that if there is an increase in work discipline, the employee's performance will increase. Conversely, if work discipline decreases, employee performance will decrease with the assumption that leadership and motivation remain. The result can be seen in Table 1.

Table 1. Regression Result

Model	Unstandardized	Standardized	t	Sig.
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		Coefficients		Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.808	.222	3.634	.000
	Leadership	.327	.066	.413	.000
	Motivation	.291	.074	.277	.000
	Work Discipline	.163	.073	.187	.029

Table 2 shows the results of the F (simultaneous) test. It can be seen that the Fcount value is 62.504. Meanwhile, the value of Ftable with a significant level of $\alpha = 5\%$ and degrees of freedom $F_{table} = f(k) (n-k)$, $F_{table} = f(3) (139-3) = f(3) (136)$ is 2.67. $F_{count} 62.504 > F_{table} 2.67$ while a significant value is $0.000 < 0.05$. Then H_{o1} is rejected, and H_{a1} is accepted, meaning that there is a significant influence of leadership, motivation and work discipline on the performance of Husky-CNOOC Madura Limited (HCML) employees.

The results of this study are in line with the results of the respondents' answers where the findings of researchers at the company, namely as many as 31 employees answered disagreeing with the statement that each employee works according to procedures; this is evidenced by the results of employee performance achievements experiencing a decrease in the quality of poor gas standards so that it cannot be distributed to consumers. As many as 22 employees answered that they disagreed with the statement that spare parts always arrive on time, meaning that the spare parts purchased did not arrive on time, resulting in equipment damage or planned shutdown. Eleven employees disagreed that the quality of the gas produced was good, meaning that some employees thought the quality of the gas produced still needed improvement. The problem that researchers found affects the achievement of employee performance; if these problems can be overcome, then employee performance improves so that company goals can be achieved. The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variables used were leadership, motivation, and work discipline.

A similar study was conducted by Potu (2013); the results of his research showed that leadership, motivation and work environment simultaneously had a positive and significant effect on employee performance. While Hernowo's (2011) research results show that the observance of employee working time still needs to be higher because the level of awareness of employees towards time still needs to be improved. In contrast, employees' obedience in carrying out their duties has been categorized as good as a guide in carrying out work.

Table 2. ANOVA Result

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.144	3	8.715	62.504	.000 ^b
	Residual	18.823	135	.139		
	Total	44.967	138			

Table 3 shows the results of the regression coefficient test. The value of t table with a significant level of $\alpha = 5\%$, $t_{table} = t(\alpha/2) (n-2) = t(0.05/2) (139-2) = t(0.025) (137)$ is 1, 977. Based on the results of data analysis, the leadership t value is $(4.962) > t_{table} (1.977)$ with a sig t value of $(0.000) < (0.05)$. Then H_{o2} is rejected, and H_{a2} is accepted, meaning that leadership has a significant influence on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are consistent with the results of the respondents' answers,

where the results of respondents' answers indicate that the leadership of the Husky-CNOOC Madura Limited (HCML) company still needs to be improved. The researcher found a problem in the respondents' answers, where as many as 38 employees disagreed with the statement that interactions with subordinates were well established, meaning that employees considered the relationship between leaders and subordinates needed to be better established. Then as many as 23 employees answered that they disagreed that the decisions taken were always right, meaning that employees considered that the decisions taken by the leadership were still not quite right, such as handling problems that were not quite right so that the problem dragged on without any solution. Twenty-one employees answered that they disagreed with the statement that the leadership provided direction in achieving goals; some employees thought that the leadership needed to provide clear directions to subordinates when problems occurred.

Based on the existing problems, the researchers suggest that employees need to be given direction regarding company goals, leaders need to maintain good interaction with their subordinates, and the leadership's firm attitude in making decisions needs to be done correctly. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is leadership.

Similar studies that have been conducted by Utami (2015) and Wihardi, Pradhanawati and Nugraha (2014) show that leadership has a positive effect on employee performance, meaning that leadership influences employees through the communication process to achieve organizational goals is expected to cause positive changes in the form of dynamic strength who can coordinate the organization in order to achieve its goals if it is determined following the corridors that have been determined by both parties following the position held. However, this contradicts the research of Septiani (2020), which states that leadership does not affect employee performance; even though employees do not have good leaders, they still work according to their respective duties. In this case, there is a difference with the research I conducted at the Husky-CNOOC Madura Limited (HCML) company; the leadership variable affects performance. In previous research companies, leadership did not significantly affect performance. This could happen because the previous research used data processing and analysis using the Partial Least Square (PLS) method with a sample of 70. Meanwhile, this study applies a technical multiple linear regression analysis using a sample of 139.

Based on the results of data analysis, the count motivation value is $(3.935) > t \text{ table } (1.977)$ with a sig t value of $(0.000) < (0.05)$. Then H_03 is rejected, and H_a3 is accepted, meaning that motivation has a significant effect on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are in line with the results of the respondents' answers, where the results of respondents' answers indicate that motivation at the Husky-CNOOC Madura Limited Company (HCML) has yet to be given optimally. The findings of the researchers were that as many as 35 employees answered disagreed with the statement that the bonuses given were sufficient, meaning that so far, the bonuses received by employees were considered inadequate and not following the role of employees who met the expected work goals so that employees were not motivated to work better than previously. Then as many as 11 employees answered that they disagreed with the statement that the company provided housing facilities for office employees, meaning that employees considered the company needed to

provide adequate housing facilities compared to other companies. As many as 8 employees answered that they disagreed with the statement that benefits are given following the role of company employees, meaning that some employees consider that benefits are not given following the role of employees who have fulfilled employee work goals. Based on the existing problems, the researchers suggest that employees need to be rewarded if the target is achieved, giving adequate bonuses to employees with work roles following the role of employees. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

The results of this study are in line with the theory put forward by Kasmir (2016) that several factors, including ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is motivation. The results of this study are also in line with research conducted by Hasanudin (2019), and Faisal and Asri (2022); the results of the study show that work motivation has a positive and significant influence on employee performance. Based on the results of this study, it was found that the high condition of work motivation will affect employee performance. High-motivation employees will perform their duties optimally to achieve the organization's goals.

However, this contradicts the research conducted by Ismawati (2017), which shows that motivation does not affect employee performance, which means that motivation does not significantly affect performance; even though employees are not motivated, they still work according to their respective duties. , in this case, there is a difference between the previous research conducted by Ida Ismawati with the author's research on the object of previous research, namely the employees of the production department of PT. Gatra Mapan Ngijo Karang Ploso, while the author's research object is Husky-CNOOC Madura Limited (HCML) company employees, both research methods use multiple linear regression analysis.

Based on the results of data analysis, the count value of work discipline is $(2.214) > t$ table (1.977) with a sig t value of $(0.029) < (0.05)$. Then H_0 is rejected, and H_a is accepted, meaning that work discipline has a significant effect on the performance of Husky-CNOOC Madura Limited (HCML) employees. The results of this study are in line with the results of the respondents' answers, where the results of the respondents' answers indicate that the work discipline at Husky-CNOOC Madura Limited Company (HCML) is not said to be good. The study results found that as many as 40 employees disagreed with the employee's statements paying attention to existing work procedures. The problem that the researchers found referred to the initial problem where employees did not carry out their duties correctly and according to directions, resulting in decreased employee performance. Then as many as 19 employees disagreed with the statement that employees came to work before working hours started, meaning that employees considered that not all employees came to work before working hours or later than working hours started. Furthermore, as many as 16 employees answered that they disagreed with the statement that employees always come to the office, meaning that employees consider that employees sometimes do not come to work hours. This is evidenced by the number of employees absent during working hours for no apparent reason. Based on the existing problems, the researchers suggest that employees pay attention to work discipline issues such as punctuality, obedience to work rules and responsibilities. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

The results of this study are in line with the theory put forward by Kasmir (2016) that several

factors, including abilities, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline influence employee performance. In this study, the variable used is work discipline. Similar studies that have been conducted by Mendonca (2022) show that work discipline has a significant influence on employee performance. While this study contradicts the results examined by Gustiatun (2015), which shows that there is no effect of work discipline on employee performance, in this case, there are differences in previous research conducted by Gustiatun (2015) with the author's research on previous research objects, namely to PT Cartenz Adventure Karanganyar employees who have fewer employees than the author's research object. The Husky-CNOOC Madura Limited (HCML) company has more than 200 employees with different levels of discipline.

Table 3. t-test Result

Model	t	Sig.
1 (Constant)	3.634	.000
Leadership	4.962	.000
Motivation	3.935	.000
Work Discipline	2.214	.029

5. Conclusion

It can be concluded that leadership, motivation, and work discipline significantly influence the performance of Husky-CNOOC Madura Limited (HCML) employees. Thus, it can be suggested that: (1) Husky-CNOOC Madura Limited (HCML) needs to pay attention to leadership, motivation, and work discipline, which can have an impact, especially on improving employee performance. (2) Husky-CNOOC Madura Limited (HCML) needs to improve leadership for employees where it is necessary to provide direction regarding company goals; leaders need to maintain good interaction with their subordinates and then set a good example for employees. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. (3) Husky-CNOOC Madura Limited (HCML) needs to increase motivation to employees where it is necessary to give awards if targets are achieved, provide adequate bonuses to employees with work roles according to the expected targets and provide facilities to employees to provide comfort while working. If the above improvements are carried out, the employee's performance will improve to achieve the company's target. (4) This will become input for the Husky-CNOOC Madura Limited (HCML) Company to continue improving work discipline, punctuality, and obedience to work rules and responsibilities. If the above improvements are carried out, the employee's performance will improve to achieve the company's target.

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The Influence of E-Service Quality on Continuance Intention with Customer Satisfaction as an Intervening Variable on LinkAja Application Users in Bandung City

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Abstract

The development of electronic money in Indonesia has made many people start to switch to digital payment modes as an easy solution for conducting various non-cash transactions. The city of Bandung, one of the most densely populated cities in Indonesia, is the city with the most digital payment users. One of the digital payment applications used is LinkAja. This research was conducted to determine the factors that influence the intention to continue the use of the LinkAja application in the city of Bandung. These factors include e-service quality, customer satisfaction, perceived trust, perceived risk, convenience, social value, attitude, and effort expectancy. This study used a quantitative method through data collection by distributing questionnaires online to people who live in the city of Bandung as many as 260 respondents. Data analysis techniques using Structural Equation Modeling (SEM), that is Partial Least Square (PLS) with SmartPLS v.3.2.9 software. Based on the analysis that has been done, the findings in this study indicate that perceived trust, convenience, and social value have a significant positive effect on customer satisfaction. Then, customer satisfaction has a significant positive effect on attitude. Besides that, e-service quality significant positive effect on perceived trust, customer satisfaction, continuance intention, attitude, and effort expectancy LinkAja application users in the city of Bandung. Meanwhile, Attitude also has a significant positive effect on continuance intention, the perceived risk has no significant negative effect on continuance intention. However, effort expectancy has no significant positive effect on continuance intention directly to LinkAja application users in the city of Bandung. This study recommends that LinkAja application service providers must maintain its service quality and create competitive advantages in service quality, so that the number of customer satisfaction and continuance intention to continue the use of the LinkAja application in the city of Bandung increase.

Keywords: E-Service Quality, Service Sector, Technology, Innovation, Developing Country

How to Cite:

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1. Introduction

The development of electronic money in Indonesia has made many people start to switch to digital payment modes as an easy solution for conducting various non-cash transactions. With the various conveniences and solutions offered by digital payments that are starting to be liked and not a few people prefer to use digital or non-cash financial services compared to using paper money. The benefits obtained when using mobile payment compared to such conventional payments, easy and practical, there are programs that benefit users mobile payment, and minimize the risk of theft (Gianov, 2021).

The revenue of the digital payment industry in Indonesia reached US\$ 63.6 billion and is expected to continue to increase by US\$ 52.3 billion or an increase of 72.55% in the next few years. In addition, according to estimates in 2027, revenue will increase for ten consecutive years to US\$ 124.42 billion (Statista, 2022). Therefore, it is certain that digital payment transactions in Indonesia will be increasingly favored by the public. The increase in digital payments has stimulated companies in Indonesia to make mobile app server-based internet like e-wallet to support the needs, wants and trends of consumers who are accustomed to speed, efficiency and effectiveness when transacting through e-wallet.

According to data obtained from Statista (2020) regarding the payment methods that are often used in Indonesia, the use of digital payment methods or mobile payment system the most widely used in the city of Bandung, with a percentage of 36%, followed by the city of Surabaya with a large 33% (Statista, 2020). In addition, according to the Bandung City Communication and Information Service (Diskominfo), it revealed that as many as 2.1 million Bandung residents actively use the internet, this number out of a total of 2.5 million Bandung city residents (Vaujie, 2022). However, based on data obtained from Databoks (2021), LinkAja occupies the last position as a digital payment application that is often used in Indonesia. LinkAja obtained a brand awareness level of 75%, with 22% active users and only 4% of survey respondents who made LinkAja the most frequently used brand. The percentage makes LinkAja is in the lowest position among other digital payment platforms (Databoks, 2021).

This indicates LinkAja still has many tasks to be in the top position as the best digital payment platform in Indonesia. According to Zhou quoted from Raman and Aashish (2021), the lack of service quality can affect user satisfaction. The same research from Brusch *et al.* (2019), also shows that providing superior service quality can increase customer satisfaction. Because satisfied users tend to form a positive attitude and will make repeated use (Raman and Aashish, 2021).

2. Literature Review

2.1 Operations Management

Operations management consists of two words, namely management and operations. Operation is a transforming activity input become output. Thus, operations management is an activity to organize or manage resources in the transformation process *input* become output which will be used to meet consumer needs (Chanif, 2016).

2.2 Ten Strategic Operations Management Decisions

According to Heizer, Render, and Munson (2020) there are ten strategic decisions in operational management, which are as follows:

1. Design of goods and services
Defining much of what operations require is in every other operations management decision. For example, product design usually dictates a floor on cost and a ceiling on quality, with major implications for sustainability and the human resources needed.
2. Managing quality and statistical control
Define customer quality expectations and establish policies and procedures to identify and achieve that quality.
3. Process and capacity strategies
Determining how goods or services are produced (the production process) and carrying out the management of specific technologies, quality, human resources, and capital investments determine much of a company's basic cost structure.
4. Location strategies
Determine where the company will operate based on an assessment of its customers and suppliers, while considering costs, infrastructure, and government regulations.
5. Layout strategies
Requires integration of capacity requirements, personnel levels, technology, and inventory requirements to determine the efficient flow of materials, people, and information.
6. Human resources, job design, and work measurement
Determine how to recruit, motivate, and retain personnel with the required talents and skills. Humans are an integral and costly part of the total system design.
7. Supply chain management
Determining how to integrate the supply chain into the company's strategy, including decisions regarding what to buy, from whom, and under what conditions.
8. Inventory management
Considers ordering and inventory holding decisions and how to optimize them as customer satisfaction, supplier capabilities, and production schedules are considered.
9. Scheduling
Define and implement medium and short term schedules that effectively and efficiently utilize personnel and facilities while meeting customer demands.
10. Maintenance
Make decisions considering facility capacity, production demands, and personnel required to maintain a reliable and stable process.

2.3 Quality

According to ASQ (*American Society for Quality*) in Heizer, Render, and Munson (2020), quality is the totality of features and characteristics of a product or service that depend on its ability to satisfy stated or implied needs.

2.4 E-Service Quality

Parasuraman *et al.* (2005) in Liu *et al.* (2019) defines *e-service quality* as a tool or instrument to obtain a measure of the level of customer satisfaction from an internet-based service consisting of shopping, and delivery of products or services.

2.5 Services

According to (Kotler and Keller, 2016) service is an action that can be offered by one party to another, which basically has no form and there is no transfer of any ownership. The production of services can be related to physical products or not.

2.6 Customer Satisfaction

Customer satisfaction refers to the satisfaction of needs, evaluation of the final and actual results, desires and experience ratings in purchasing (Gronroos, 2010). It focuses on measurements that determine how happy customers are with the company's products and competencies (Zeithaml & Bitner, 2013). Customer satisfaction is very important for businesses because it can be used to identify potential market opportunities (Jawaad *et al.*, 2019).

2.7 Continuance Intention

Continuance intention defined as the user's intention to continue using the technology (Bhattacharjee, 2001). In addition, according to Chen (2015) continuance intention is the intention to continue which refers to the intention of everyone to continue participating in an activity after previously adopting it.

2.8 Conceptual Framework

The frame of mind is a conceptual model of how theory relates to various factors that have been identified as important problems (Uma Sekaran in Sugiyono, 2021). Based on the theories previously described, they will be analyzed critically and systematically, resulting in a synthesis of the relationships between the variables studied. Therefore, the framework is also a synthesis of the relationships between variables compiled from various theories that have been described (Sugiyono, 2021).

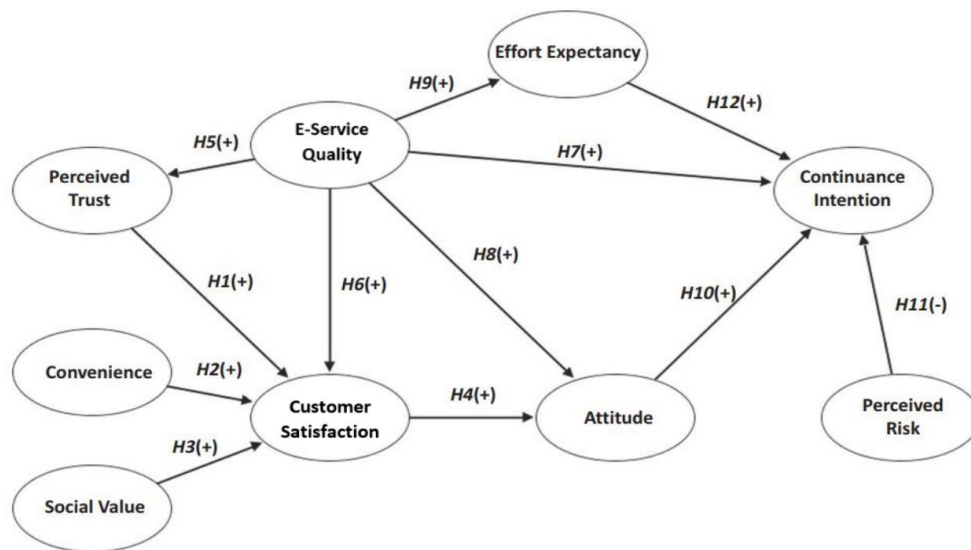


Figure 1. Research Conceptual Framework

Source: Raman and Aashish (2021)

Based on research by Raman and Aashish (2021), currently many companies are focusing on building long-lasting partnerships with consumers based on trust, especially in the early adoption phase because it can encourage continuance intention or sustainable use. Shareeft et al. (2018) in Raman and Aashish (2021). Trust has been considered a vital element by different business entities. This acts as the foundation for a long-term and sustainable relationship. Several previous studies have also confirmed a strong relationship between trust and satisfaction (Liebana-Cabanillas et al., 2019). In addition, there is a convenience factor which is basically a combination of place utilities, such as providing easy access to goods or services to enable consumers to obtain or use them. Then there are time utilities, such as providing goods and services to consumers when they are really in demand. These two factors can influence users to adopt or reject certain technologies (Pal et al., 2015). Users anticipate that the company providing the service will understand their requirements and be able to respond promptly.

Several researchers have identified a positive effect of convenience on user satisfaction levels (Liebana-Cabanillas et al., 2019). Then research Mahapatra taken from Raman and Aashish (2021), reveals that convenience is the main reason for doing online transactions. This is contrary to one of the issues in the LinkAja application where the customer service provided is very slow, thus making the transaction process uncomfortable (Handoyo, 2022). Basically, convenience is a combination of place utility and time utility, namely providing easy access to goods or services and providing goods or services to consumers when they really need them. Furthermore, according to research Abdennebi and Debabi taken from Raman and Aashish (2021), social value is the benefit obtained due to persuasion from the community, relatives, or family members to use MPS. If a user uses an MPS service that offers a superior image and creates acceptance among other users and can strengthen his social affiliation among friends, relatives, and family, it is likely to motivate that user to continue using the service. Therefore, social value can create a huge effect on the level of user satisfaction (Chang taken from Raman and Aashish, 2021).

According to Chen's research (2018), the experiences that users encounter during the early stages of using a product will ultimately determine their response to future continuance intentions and loyalty to a product or service. This is also in accordance with the research of Deng et al taken from Raman and Aashish (2021), where satisfied users will repeat purchasing behavior and start using the service continuously. Patil et al revealed in the research of Raman and Aashish (2021), that service quality helps service providers to instill trust among users by assessing their ability to comply with the terms and conditions promised. Conversely, if a system has a bad user interface, requires a lot of time to respond, and does not provide guarantees to act according to the promised requirements, then the user's trust in the system will decrease (Raman and Aashish, 2021). This is in line with the issues that are owned by the application LinkAja, where the LinkAja application's customer service was less responsive in solving 31 problems experienced by users and the solutions provided were inappropriate and burdensome for application users (Raharjo, 2022).

According to Bhattacharjee in Raman and Aashish (2021), continuance intention is described as a consumer's desire to continue using a service even after the adoption stage. Soebandhi's research in Raman and Aashish (2021) also reveals that e-service quality and continuance intention are positively related. When users realize that a system offers flawless service, the level of satisfaction with the system will increase (Zhou in Raman and Aashish, 2021). Then

according to Lin in Raman and Aashish (2021) revealed that, when a technology offers good service quality, users can easily learn the technology in a fast period of time. Praveena in Raman and Aashish (2021) reveals that attitude is expressed as the positive or negative feelings that users have towards certain technologies or services. When users have a good opinion about a new service or technology, they can apply it in their daily life (Lee in Raman and Aashish, 2021). Then, Cox in Raman and Aashish (2021) states that perceived risk is a function of two important things. First, the level of loss if the action results are unfavorable or not what the user wants. Second, the consequences are associated with unfavorable purchase outcomes. Therefore, the level of risk perception differs with the magnitude of the money involved and the ambiguity associated with the transactions carried out in the MPS (Raman and Aashish, 2021).

According to He et al in Raman and Aashish (2021) regarding expectations, users tend to like technology that is simple and comfortable to learn and can offer optimal benefits. This means that the more complicated the use of technology, the more things will be used (Raman and Aashish, 2021). This statement is also related to research conducted by Senaratne et al (2019) where he revealed that when learning new technology requires less effort, users tend to adopt the technology more easily. This study adopts theories based on research that has been conducted by Raman and Aashish (2021). Where previous research found that service quality, attitude, effort expectancy, and perceived risk significantly affect continuance intention. Meanwhile, perceived trust, convenience, and social value do not have a significant effect on continuance intention. The satisfaction that users get when buying or using products and services is very important, especially during the initial product pre-adoption phase. The experience that the user encounters during the initial stages of using a product will ultimately determine his response towards continued use, continuation intention and future loyalty towards a particular product or service (Chen, 2018).

A positive attitude will be formed towards the companies providing the services when the users are happy with the services offered by them. Users will then repeat their buying behavior and start using the service continuously for a longer period. Research in consumer behavior has established that prior to the adoption of any service, service quality acts as an important determinant in influencing user attitudes (Chen and Tan in Raman and Aashish, 2021). Based on previous observations, superior service quality creates favorable attitudes among users. This positive attitude not only helps in spreading positive word of mouth but also beneficially influences the attitudes of other users regarding the use of MPS (Raman and Aashish, 2021).

3. Research Method

3.1 Research Design

This research uses a causal descriptive research type with quantitative methods. Descriptive research is research that is used to gather information about existing phenomena, namely the conditions as they were at the time the research was conducted without the intention of making general conclusions or generalizations (Hikmawati, 2017). Causal research according to Sugiyono (2021) is a cause and effect relationship in which the independent (exogenous) variable affects the dependent (endogenous) variable. In addition, this study uses PLS-SEM with SmartPLS v.3.2.9 software in analyzing data by assessing model measurement results, evaluating structural models and testing hypotheses using non-parametric bootstrapping techniques to test the effect between constructs or variables (Ghozali, 2021).

3.2 Population and Sample Size

According to Sugiyono (2021), population is a generalized area consisting of research objects and subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The population in this study are users of the LinkAja application, which currently has 83 million registered users (LinkAja, 2022). Because this research uses software SmartPLS, according to Cohen (1992) in Hair *et al.* (2016) there is a requirement to consider and determine sample size based on the number of independent variables belonging to the research model. So, based on this opinion with the number of independent variables in this study, namely as many as four and a significance level of 5% and a minimum R^2 equal to 0.10, then the number of samples required in this study is as many as 113 respondents.

3.3 Data Collection

The questionnaire technique was carried out by giving several written statements or questions to the respondent to answer. This questionnaire is very suitable for collecting data from many respondents spread across many regions. This technique is efficient if the researcher already knows the variables to be measured and what is expected of the respondents. The questionnaire in this study using Google Form and distributed to 113 people who use the LinkAja application and are domiciled in the city of Bandung.

3.4 Validity and Reliability Test

The reliability and validity of the measures was ensured before the start of the actual data collection process. A pretest was conducted to test the clarity of the questionnaire and items. A pilot study was then conducted to test the validity of the measure. In total, three domain experts in the field of mobile marketing were identified and asked to validate the content and evaluate the applicability, understanding, and ambiguity of scale. The suggestions received were included in the questionnaire. The updated questionnaire was then used for pretesting and the questionnaire was distributed to 30 respondents. After feedback was received from participants, the questionnaire was again modified to ensure that all questions were legible and easy to understand.

The suitability of the adapted scale is verified by conducting reliability and validity tests. The researchers conducted trials (N 5 100), and data were examined using PLS-SEM. The internal consistency of the constructs is measured through Cronbach's alpha. All constructs exceed the suggested value of 0.5. Factor loading and average extracted variance (AVE) were calculated for set convergent validity. All factor loadings are greater than 0.5 and all AVE values are greater than 0.7. Hence, convergent validity was established (Fornell and Larcker, 1981). The square root of the AVE for all constructs over the correlation between constructs establishes discriminant validity (Fornell and Larcker, 1981). The actual data collection process was carried out only after acceptable results were achieved in the trials.

3.5 Data Analysis Technique

According to Tobias (2020) Partial Least Square (PLS) is defined as a method for predicting constructs in models with many factors and relationships collinear. PLS is designed to solve multiple regression problems that have problems with data such as small sample sizes, data not normally distributed multivariate, missing values, and multicollinearity problems between exogenous variables. The purpose of PLS is to predict the effect of X on Y and to explain the theoretical relationship between the two variables.

3.5.1 Measurement Model Evaluation

Santosa (2018) explains that outer model is a measurement model that explains the relationship between lateral changes and their indicators. Assessment of the measurement model for reflective latent variables is based on loading indicators into the corresponding latent variables. Outer model This is used to assess the validity and reliability. Outer model or model measurement is the relationship between indicators and their latent variables. The measurement model or outer model involves (1) estimating the accuracy of the instrument in providing numbers without random errors and (2) assessing convergent and discriminant validity. Convergent validity was examined by three methods: Cronbach's alpha coefficient, composite reliability, and AVE. For convergent validity to be true, Cronbach's alpha coefficient and composite reliability must be greater than 0.7, and the AVE value is greater than 0.5. Discriminant validity was checked in three ways: (1) cross-loading, which requires factor loading on the assigned construct over cross-loading with other constructs, (2) Fornell–Larcker criterion, which checks whether the square root of the AVE is more than the correlation between dimensions or no and (3) heterotrait-monotrait correlation ratio (HTMT) (Henseler et al., 2015), which examines whether the correlation ratio HTMT between the two constructs is less than one or not.

3.5.2 Structural Model Evaluation

Assessment inner model or structural model is a test of the influence of one latent variable on another latent variable. This test is carried out by looking at the T value of the path value to see the significant level, as well as the R² value for the dependent variable in the model to get the influence of the independent variable. With a view to achieving statistical inference, a bootstrap with 5000 samples was used. The structural model is evaluated in three steps. First, the R² values of all constructs were assessed. Falk and Miller (1992) state that any value up to 0.1 is considered appropriate. Second, standard path coefficients are analyzed, and as suggested by Chin (1998) values above 0.2 are considered preferable. Third, the effect size f^2 is measured to study the effect of independent latent variables on dependent latent variables. Effect sizes greater than 0.35, 0.15 and 0.02 were considered “strong”, “moderate” and “weak” respectively. Fourth, Standardized Root Mean Square Residual (SRMR) values were calculated, and according to Henseler et al. (2015) a value below 0.08 is considered sufficient.

3.5.3 Hypothesis testing

- H1: Perceived trust has a significant positive effect on customer satisfaction
- H2: Convenience has a significant positive effect on customer satisfaction
- H3: Social value has a significant positive effect on customer satisfaction
- H4: Customer satisfaction has a significant positive effect on attitude
- H5: E-service quality has a significant positive effect on perceived trust
- H6: E-service quality has a significant positive effect on customer satisfaction
- H7: E-service quality has a significant positive effect on continuance intention
- H8: E-service quality has a significant positive effect on attitude
- H9: E-service quality has a significant positive effect on effort expectancy
- H10: Attitude has a significant positive effect on continuance intention

H11: Perceived risk has a significant negative effect on continuance intention

H12: Effort expectancy has a significant positive effect on continuance intention

4. Findings and Discussions

Respondents in this study are people who use the LinkAja application as a means of payment in transactions with a total of 260 respondents. By collecting the characteristics of respondents based on gender, age, last education, occupation, and income per month. The following are the results of the research model that has been inputted into the software SmartPLS which can be seen in figure 2.

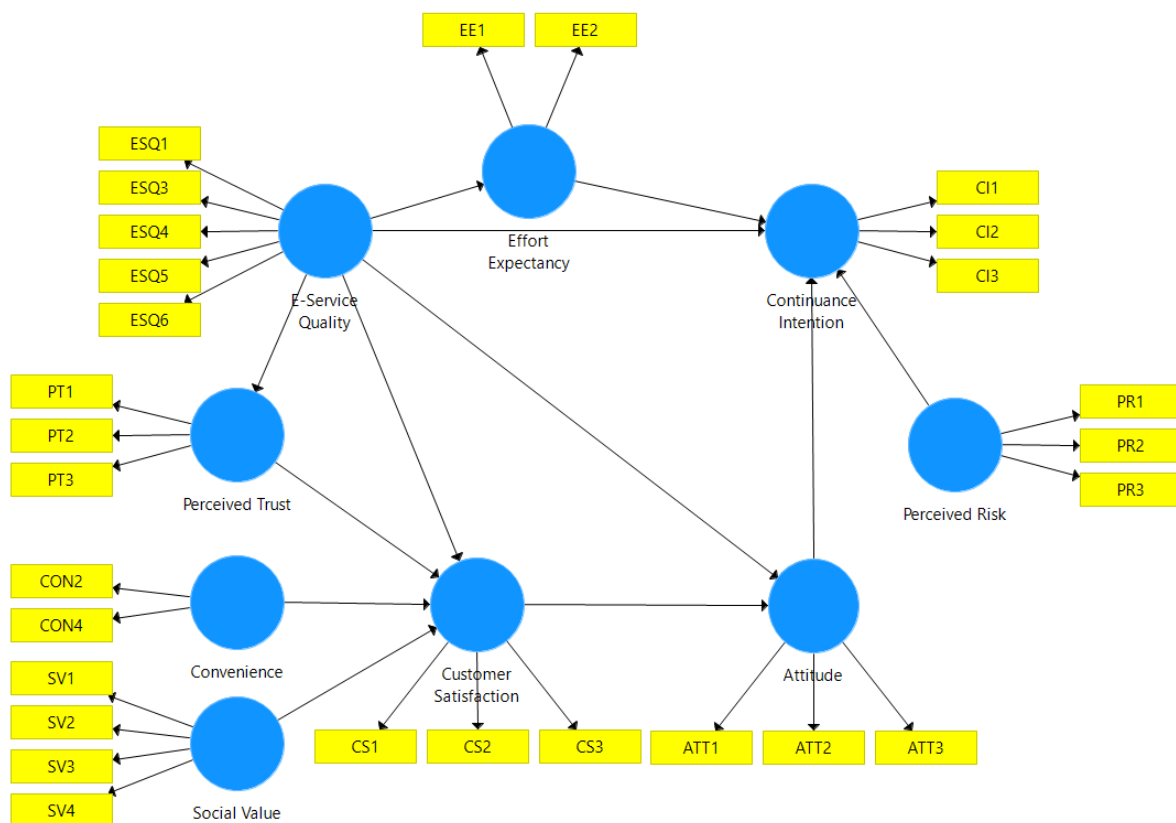


Figure 2. Research Conceptual Framework

Based on figure 4.1 results of outer loadings there are three indicators that do not meet the convergent validity criteria because of the value loading factor which is less than 0.5. These indicators are EE1 of 0.499; PR2 of 0.360; and ESQ5 of 0.439. The indicators that have a value of less than 0.5 are processed dropping i.e., removing the indicator from the variable. According to Hair et al (2017) stated that indicators have a value loading factor 0.4 – 0.7 can be removed if the indicator can increase AVE and composite reliability. The following is figure 3 of the research model after it has been carried out.

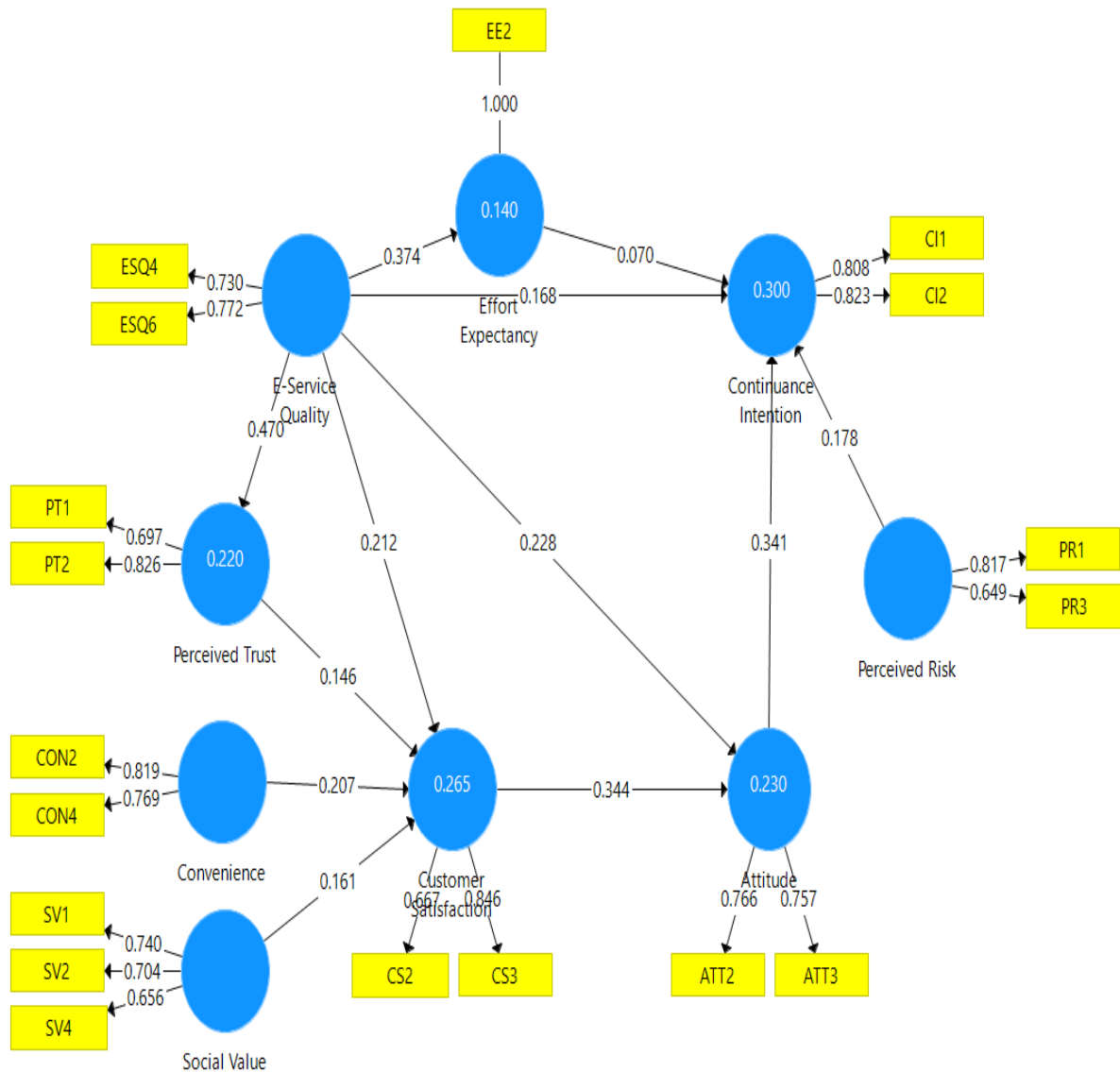


Figure 3. Research Conceptual Framework

The researchers followed the procedure set out by Hair et al. (2016) to evaluate measurement models. Table 4 shows the statistics of the measurement model. All items used in the study had adequate external loading scores, well above the prescribed standard (0.500). For construct reliability and validity, researchers have assessed the following: Cronbach's alpha, Composite Reliability, and AVE. All test scores have been reported in Table 1 and are also well above the prescribed threshold of 0.700. For discriminant analysis, we used all major tests: Fornell–Larcker criterion, cross-loading, and ratios HTMT. One of the newest approaches to testing discriminant analysis is through ratio scores HTMT. The score is well below one (Hair et al., 2016), and analysis of the data indicates that discriminant validity has been established. Based on the results above, the researcher moves to the next evaluation stage, the evaluation of the structural model.

Table 1. Measurement model evaluation

Latent Variable	Item Code	Outer Loading >0.5	AVE >0.5	Cronbach's Alpha	Composite Reliability	HTMT Confidence Interval Does Not Include 1
Attitude	ATT2	0.766	0.580	0.775	0.734	Yes
	ATT3	0.757				
Continuance Intention	CI1	0.808	0.665	0.797	0.799	Yes
	CI2	0.823				
Convenience	CON2	0.819	0.631	0.816	0.773	Yes
	CON4	0.769				
Customer Satisfaction	CS2	0.667	0.580	0.786	0.731	Yes
	CS3	0.846				
Effort Expectancy	EE1	1.000	1.000	1.000	1.000	Yes
E-Service Quality	ESQ4	0.730	0.564	0.728	0.721	Yes
	ESQ6	0.772				
Perceived Risk	PR1	0.817	0.544	0.767	0.702	Yes
	PR3	0.619				
Perceived Trust	PT1	0.697	0.584	0.894	0.736	Yes
	PT2	0.826				
Social Value	SV1	0.740	0.591	0.785	0.743	Yes
	SV2	0.704				
	SV4	0.656				

Hypothesis testing is done by comparing the values of the original sample, t-statistics, and p-values (Haryono, 2017). Mark original sample aims to see the direction of hypothesis testing, if the value of the original sample is positive then the direction is positive and vice versa, if the value of the original sample negative, the direction is negative. Then rate t-statistics aims to determine the effect of significance between the variables in the study, while the value p-values to show statistical significance so as to provide results that can determine whether the research hypothesis statement can be accepted or not. The criteria for accepting the hypothesis are accepted if t-statistics > t-table and for value p-values < 0.05. Testing Direct effect (one-tailed) was performed with a significance level of 5% using t-statistics of 1.65. The following is table 4.5 which is a presentation of the results of hypothesis testing.

Table 2. Structural relationships and hypothesis testing

Hypothesis	Path	Path Coefficient	f ² Effect Size	T-Statistics	Original Sample
H1	Perceived Trust → Customer Satisfaction	0.038	0.020	2,081	0.341
H2	Convenience → Customer Satisfaction	0.003	0.050	2,830	0.207
H3	Social Value →	0.020	0.026	2,326	0.344

Hypothesis	Path	Path Coefficient	f ² Effect Size	T-Statistics	Original Sample
H4	Customer Satisfaction → Attitude	0.000	0.131	5,230	0.228
H5	E-Service Quality → Perceived Trust	0.000	0.283	9,928	0.168
H6	E-Service Quality → Customer Satisfaction	0.002	0.046	3,128	0.212
H7	E-Service Quality → Continuance Intention	0.011	0.031	2,737	0.374
H8	E-Service Quality → Attitude	0.000	0.058	3,746	0.470
H9	E-Service Quality → Effort Expectancy	0.000	0.162	7,250	0.070
H10	Attitude → Continuance Intention	0.000	0.135	5,193	0.178
H11	Perceived Risk → Continuance Intention	0.002	0.040	3,000	0.146
H12	Effort Expectancy → Continuance Intention	0.216	0.060	1,157	0.161

Hypothesis 1 states that perceived trust has a significant positive effect on customer satisfaction. Based on the results of hypothesis testing in table 4.5, p-values get a value of 0.038 which is smaller than 0.05 which means perceived trust has influence over customer satisfaction. Then look at the value of the original sample obtained by 0.341, which means a positive effect. If you see value t-statistics obtained by 2.081 are greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 1 is accepted**, that is perceived trust has a significant positive effect on customer satisfaction. Hypothesis 2 states that convenience has a significant positive effect on customer satisfaction. Based on the results of hypothesis testing in table 4.5, p-values get a value of 0.003 which is smaller than 0.05 means convenience has influence over customer satisfaction. Then looking at the value of the original sample obtained by 0.207 means a positive effect. If you see value t-statistics obtained at 2.830 is greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 2 is accepted**, that convenience has a significant positive effect on customer satisfaction.

Hypothesis 3 states that social value has a significant positive effect on customer satisfaction. Based on the results of hypothesis testing in table 4.5 p-values get a value of 0.020 which is less than 0.05, that is social value have influence over customer satisfaction. Then look at the value of the original sample obtained by 0.344 means a positive effect. If you see value t-statistics obtained at 2.326 is greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 3 is accepted**, that is social value has a significant positive effect on customer satisfaction. Hypothesis 4 states that customer satisfaction has a significant positive effect on attitude. Based on the results of hypothesis testing in table 4.5 p-values get a value of 0.000 which is less than 0.05, that is customer satisfaction has an influence over attitude. Then look at the value of the original sample obtained by 0.228 means a positive effect. If you see value t-statistics obtained at 5.230 is greater than 1.65, it is said to be significant.

Based on these results it can be concluded that **hypothesis 4 is accepted**, that is customer satisfaction has a significant positive effect on attitude.

Hypothesis 5 states that e-service quality has a significant positive effect on perceived trust. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.000 which is less than 0.05, that is e-service quality has influence over perceived trust. Then look at the value of the original sample obtained by 0.168 means a positive effect. If you see value t-statistics obtained at 9.928 are greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 5 is accepted**, that e-service quality has a significant positive effect on perceived trust. Hypothesis 6 states that e-service quality has a significant positive effect on customer satisfaction. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.002 which is less than 0.05, that is e-service quality has influence over customer satisfaction. Then look at the value of the original sample obtained by 0.212 means a positive effect. If you see value t-statistics obtained at 3.128 are greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 6 is accepted**, that e-service quality has a significant positive effect on customer satisfaction.

Hypothesis 7 states that e-service quality has a significant positive effect on continuance intention. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.011 which is less than 0.05, that is e-service quality has influence over continuance intention. Then look at the value of the original sample obtained by 0.374 means a positive effect. If you see value t-statistics obtained at 2.737 are greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 7 is accepted**, that e-service quality has a significant positive effect on continuance intention. Hypothesis 8 states that e-service quality has a significant positive effect on attitude. Based on the results of hypothesis testing in table 4.22p-values get a value of 0.000 which is less than 0.05, that is e-service quality has influence over attitude. Then look at the value of the original sample obtained by 0.470 means a positive effect. If you see value t-statistics obtained at 3.746 are greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 8 is accepted**, that is e-service quality has a significant positive effect on attitude.

Hypothesis 9 states that e-service quality has a significant positive effect on effort expectancy. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.000 which is less than 0.05, that is e-service quality has influence over effort expectancy. Then look at the value of the original sample obtained by 0.070 means a positive effect. If you see value t-statistics obtained at 7.250 is greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 9 is accepted**, that is e-service quality has a significant positive effect on effort expectancy. Hypothesis 10 states that attitude has a significant positive effect on continuance intention. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.000 which is less than 0.05, that is attitude have influence over continuance intention. Then look at the value of the original sample obtained by 0.178 means a positive effect. If you see value t-statistics obtained by 5.193 is greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 10 is accepted**, that is attitude has a significant positive effect on continuance intention.

Hypothesis 11 states that perceived risk has a significant negative effect on continuance intention. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.002 which is less than 0.05, that is perceived risk have influence over continuance intention. Then look at the value of the original sample obtained by 0.146 means a positive effect. If you see

valuet-statistics obtained by 3,000 is greater than 1.65, it is said to be significant. Based on these results it can be concluded that **hypothesis 11 is rejected**, that is perceived risk does not have a significant negative effect on continuance intention. Hypothesis 12 states that effort expectancy has a significant positive effect on continuance intention. Based on the results of hypothesis testing in table 4.5p-values get a value of 0.216 which is greater than 0.05, that is effort expectancy has no effect on continuance intention. Then look at the value of the original sample obtained by 0.161 means a positive effect. If you see valuet-statistics obtained by 1.157 is smaller than 1.65, it is said to be insignificant. Based on these results it can be concluded that **hypothesis 12 is rejected**, that is effort expectancy does not have a significant positive effect on continuance intention.

5. Conclusion

This research was conducted with the aim of identifying the influencing factors continuance intention LinkAja application users in the city of Bandung significantly. As for these factors such ase-service quality, customer satisfaction, attitude, perceived trust, convenience, social value, effort expectancy, and perceived risk. This research obtained 260 respondents who are users of the LinkAja application in the city of Bandung. In analyzing the relationship between variables, this study uses data analysis techniques Partial Least Square (PLS) with software SmartPLS v. 3.2.9. Based on the analysis that has been done previously, several conclusions were obtained. Consumer perception of e-service quality in the LinkAja application can be concluded based on the descriptive analysis of the variables e-service quality, where the average score reaches 4.15 and is included in the good criteria. So, it can be said that according to consumer perceptions, the application LinkAja provide timely and personalized services according to the needs of the users. Based on the results of the analysis of hypothesis 1 it can be concluded that perceived trust has a significant positive effect on customer satisfaction LinkAja application users in the city of Bandung. Based on the results of the analysis of hypothesis 2, it can be concluded that convenience has a significant positive effect on customer satisfaction LinkAja application users in the city of Bandung. Based on the results of the analysis of hypothesis 3, it can be concluded that social value has a significant positive effect on customer satisfaction LinkAja application users in the city of Bandung.

Based on the results of the analysis of hypothesis 4, it can be concluded that customer satisfaction has a significant positive effect on attitude LinkAja application users in the city of Bandung. Furthermore, the results of the analysis of H5, H6, H7, H8, and H9 state that e-service quality has a significant positive effect on perceived trust, customer satisfaction, continuance intention, attitude, and effort expectancy LinkAja application users in the city of Bandung. Then the results of the analysis of hypothesis 10 stated that attitude has a significant positive effect on continuance intention LinkAja application users in the city of Bandung. Based on the results of the analysis of hypothesis 11, it can be concluded that perceived risk does not have a significant negative effect on continuance intention LinkAja application users in the city of Bandung. While based on the results of the analysis of hypothesis 12, it can be concluded that effort expectancy does not have a significant positive effect on continuance intention directly to LinkAja application users in the city of Bandung.

Based on the results of data analysis and hypothesis testing it was found that customer satisfaction acts as an important determinant that indirectly affects continuance intention. When users are satisfied with the LinkAja application, then they can form a positive attitude and in turn will continue to use the application. On the other hand, when customer satisfaction

decreases, it can cause the user to stop using the LinkAja application. Therefore, the LinkAja application service provider must always carry out certain initiatives such as implementing a simpler payment system with a user interface or easy-to-use app interface. This will not only enrich the user experience but also increase the satisfaction level of LinkAja application users in the city of Bandung. Though perceived risk does not have a significant negative effect on continuance intention for LinkAja application users in the city of Bandung, it is a good idea for LinkAja application service providers to always ensure the security of data or transactions made by users. There are several strategies that companies can implement. First, display a video illustrating the use of the LinkAja application for payments which is shown to users for the first time so they can understand various features related to security in using the application. Second, the LinkAja application may consider including security features such as biometric identification or a multi-level authentication process for logging in, so that LinkAja application users feel safe. Third, the company must have a proper complaint handling mechanism in place to resolve issues quickly. The LinkAja application can add an easily accessible “Help” button feature, so that it will reduce the user's anxiety level when there is a problem. The most important factor in this study is the quality of service or e-service quality. It is very important for LinkAja application service providers to offer quality services, so that users have confidence in the capabilities and responsiveness of service providers. However, if service providers provide slow service, the satisfaction level of LinkAja application users tends to decrease and even stop using the application.

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Measuring Entrepreneurial Skills and Sustainability in Small Business Enterprises Post-Pandemic: Empirical Study From Cross River State, Nigeria

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Abstract

In an attempt to understand the underlying factors contributing to the high failure rate of small and medium-sized businesses in Nigeria, there is a need to focus on the extent to which the entrepreneurial skills of the operators impact the businesses. Therefore, the study aims to identify entrepreneurial skills required for sustainable small business enterprises in Calabar Metropolis of Cross River State, Nigeria. Two research questions were posed to guide the study. The study adopted a descriptive survey research design, and multistage sampling techniques was observed. The stratified and accidental sampling techniques were used to arrive at the selected sample of four hundred (400) registered small business enterprises operating in Cross Rivers State. A structured questionnaire titled "Questionnaire for Entrepreneurial Skills Required for Sustainable Small Business Enterprises in Calabar Metropolis" (QESRSSBECM) was used for data collection. The Cronbach Alpha Reliability test was used to determine the reliability of the instrument, which availed a high internal consistency of the instrument at 0.76 - 0.83. Descriptive statistics was used to analyze data gathered for the research using SPSS version 21.0. The research findings revealed that risk management and ICT skills are required for sustainable small business enterprises in Calabar Metropolis in the post-covid era. It was recommended, among others, that small business enterprise operators in Calabar Metropolis and Nigeria should be trained on developing their risk management practices and ICT capacities through advocacy, on-the-job training, seminars, and conferences.

Keywords: Entrepreneurs, Entrepreneurial skills, Risk management, Sustainability, SMEs

JEL Classifications: D63, L24, M10, O55, Q01

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1. Introduction

The novel coronavirus (COVID-19) pandemic, since its emergence in late 2019, it has impacted businesses negatively and all productive sectors of nations across the globe. Businesses have been exposed to various negative impacts and challenges during the global pandemic. More so, small business enterprises (SBEs) are known to be a major means of survival and sustenance for most families and individuals. A significant national and global economic development and sustainability player was no exception. Studies have shown that small business enterprises (SBEs) are confronted with various difficulties and challenges due to the COVID-19 pandemic (Olubiyi, 2022; Paolo & Galeotti, 2020)

SBEs are noted to be vibrant economic stimulants and drivers in achieving sustainable development of nations, including Nigeria. Thus, the significant roles played by SBEs in achieving the Sustainable Development Goals (SDGs) cannot be underestimated, but improved upon for effective realization of these goals: To end poverty by promoting inclusive economic growth for sustainable jobs and equality, through the establishment of viable SBEs; End hunger by involving in Agric Businesses that promotes food production and distribution (food and value chain); Provision of decent work and economic growth through promotion and establishment of decent and self-reliant household and personal businesses generating 95% jobs; Achieving industry, innovation and infrastructure by investing in inclusive and sustainable small business enterprises as a means of achieving and enhancing industrialization drive, together with innovation and infrastructure; and responsible consumption and production, utilizing SBEs as driving forces of both the national and global economy by creating a symbiotic interface between the business and physical (natural) environment (United Nations, 2020). That notwithstanding, the ugly trend of the new normal has posed a novel challenge in coping with the sharp changes and dynamics in the business ecosystem, putting SBEs in focus. This urgent and pungent challenge calls for seasoned, creative, innovative, dynamic, and skilled entrepreneurs in possession of requisite entrepreneurial skills or competencies to explore and utilize sustainable business practices to maximize enterprising opportunities in the phase of flexibility, uncertainty and disruption in the business world inherent with the COVID-19 realities (Jobo, 2020).

Observation has it that SBEs in Cross River State have been severely affected by the COVID-19 pandemic to a massive failure, and to the extent of degenerating to compounded problems of high business liability and liquidity rates, increasing unemployment and joblessness of youth, high crime and insecurity index, increasing poverty lines and illiteracy, hunger, increased number of street children phenomenon, among other socio-economic impacts. Similarly, KPMG (2020) “study availed that 94% of global and local businesses (SBEs in particular) have been impacted negatively and are presently battling with the negative effects of the pandemic.” The increasing mortality rate of SBEs in Cross River State occasioned by the COVID-19 pandemic may be attributed to entrepreneurs' lack of relevant and requisite entrepreneurial skills and competencies

to operate sustainable SBEs to cope and stay afloat with the novel business challenges posed by the pandemic. "SBEs experience pronounced challenges in pursuing environmentally friendly businesses. These challenges include limited financial access, lack of business skills and unpleasant business environment" (Bymolt *et al.*, 2015). Thus, the underpinning question that prompted this study is, what are the entrepreneurial skills required for sustainable operation of SBEs in Cross River State in the COVID-19 era using Calabar Metropolis as a case study? Hence, the major thrust of this study is to identify the entrepreneurial skills required for sustainable small business enterprises in Cross River State, Nigeria with a particular focus on Calabar Metropolis.

However, SBEs, on the other hand, have varying definitions based on the different parameters it is approached by various scholars in terms of number of employees, investment, the volume of sales, output, and production technique, among others. Thus, the Central Bank of Nigeria (CBN) in Mohammed and Obeleagu-Nzelibe (2014) defined a small business as a progeny of small-scale business to mean an enterprise whose capital investment does not exceed five million naira (5,000,000) (including land and working capital) or whose turnover is not more than twenty-five million (25,000,000) annually. Deducing from the above definition, one can define a small business enterprise (SBE) as the name implies as an enterprise with a small business structure, small management structure, small capital formation, small investment structure and small resource structure (human and material). In accordance, Sarokin (2019) stated that "a small-scale enterprise (small business enterprise) is one marked by a limited number of employees and a limited flow of finances and materials". According to the author, a small business is viewed using global measures to be an enterprise having fewer than 50 employees and an annual sale below €10 million. Examples of small business enterprises operating in Calabar Metropolis of Cross River State including, but are not limited to, the following; provision shops and foodstuff businesses, adult and children wear businesses, dry cleaning businesses, service delivery outlets, phone accessories and repairs businesses, restaurants, and food vendors, newspaper distribution agents or vendors, computer repairs and accessories business, beauty salons and cosmetic shops, tailoring businesses, consulting firms, chemist shops, POS cash points, to mention but a few.

Undoubtedly, Mohammed (2012) noted that SBEs has a multiplier and value-added effects on the economic development and sustainability of Nigeria through creation of new jobs employing 64% of the industrial workforce of the nation. Therefore, efforts directed towards revamping and achieving sustainable SBEs in Cross River State and transforming them into viable economic hub to cushion the downplaying effects of the pandemic are worthwhile. According to Grover and Suominen (2014), SBEs are economic inputs with incremental value that enable countries that invest in it to enjoy a robust economy because of its capacity to employ and engage a larger percentage of unemployed individuals in society in responsible and productive living through entrepreneurship.

Despite the significant roles that SBEs play in achieving the economic objective of poverty eradication and its exponential benefits in line with the sustainable development goals (SDGs), it is obvious that SBEs in Nigeria and especially in Cross River State have not attained a sustainable status quo. Hence, this results in a high mortality rate when confronted with the devastating effects of the COVID-19 lockdown period and the resultant changing business strategies and skills required to cope with the disruption of COVID-19 crises. The study of Segal and Gerstel (2020) "forecast that the effects of the coronavirus dispensation will have a likely severe converse impact on small and medium-sized enterprises. Micro and small businesses are experiencing a larger decline in business activities than medium and large firms (Lakuma, Sunday, Sserunjogi, Kahunde

& Munyambonera, 2020). This may be because several micro and small businesses in the country stopped operations for a while due to their helplessness to undertake preventive health measures like ensuring physical distancing and providing sanitizers, water, and soap for customers”.

All the same, “factors such as lack of experience, insufficient capital, wrong location of the business, poor inventory management, over-investment in fixed assets, poor credit arrangements, personal use of business funds, unhealthy competition and low sales account for 50% of small business failure (Ames & Berle, 2014). SBEs operators hardly have time and resources to develop or retrain and update their skills and knowledge for effective and efficient business management, which does not give room for product or service innovation as key ingredients of business improvement and sustainability in a dynamic and vulnerable business environment today” (Tom, Basil & Alfred, 2016). Exploration into scholarly works cited above has pointed to the fact that SBEs cannot do well in the face of depleting coronavirus challenge because most small business operators lack a set of entrepreneurial or business skills ranging from poor management practices, poor accounting standards, lack of financial discipline, lack of ICT and risk management skills, and in a nutshell, lack of entrepreneurial skills. The dearth of these relevant, innovative, and resilient business skills by most entrepreneurs due to inadequate education, training and technical background has plunged SBEs into further crisis resulting to unsustainable SBEs that cannot stand the COVID-19 business wave. It is in the light of the above that this study delves into asking whether risk management skills and ICT skills are relevant entrepreneurial skills required for sustainable SBEs in Cross River State during COVID-19 era.

The significance of SBEs to the development of any economy in the 21st century cannot be over-emphasized as SBEs serve as pivots of socio-economic transformation. This is why the government, non-governmental agencies, foreign agencies, and solicitous individuals at various levels are rigorously assisting SBEs development and sustainability. In spite of all the effort mobilized at various levels to enhance SBEs to attain a sustainable position by strengthening its investment base and operational capacity development in Nigeria, it has been observed with dismay that SBEs in Calabar metropolis of Cross River State are not doing well owing to the fact that most of them lack the basic entrepreneurial skills required for sustainable operation of their small business enterprises in the face of COVID-19 disruptions. This accounted for their lack of growth, expansion, competitive advantage, and high mortality rate of SBEs in the area under study. Consequently, the progressive failure of SBEs observed in Calabar metropolis was because most small business operators are ignorant of the impact of entrepreneurial skills on their business performance and sustainability, and therefore, undermines the relevance of acquiring these basic business skills to sustain their small business enterprises. This situation directly or indirectly explains why most SBEs in Calabar metropolis are underperforming and most have gone out of business.

This ugly trend attracted concerted public concern in a bid to know the likely causal factors responsible for the high failure and consequent mortality rate of this significant sub-sector of the economy in Calabar metropolis of Cross River State. The attention of government agencies, organized private institutions, NGOs, business operators, citizens and researchers has been drawn to the problem, knowing that if no pragmatic steps are taken to remedy or salvage this palpable problem, it can degenerate to a worst state of gross failure of SBEs in Calabar metropolis of Cross River State resulting to high level of unemployment, crime rate, poverty levels and above all, the situation can lead to the collapse of the state economy at the long-run. Against this background,

the study sought to identify entrepreneurial skills required for sustainable SBEs in Calabar metropolis of Cross River State.

The main purpose of this study was to identify the entrepreneurial skills required for sustainable small business enterprises in Calabar Metropolis. Specifically, the study sought to: Identify the risk management skills required for sustainable small business enterprises in Calabar Metropolis, and Identify the ICT skills required for sustainable small business enterprises in Calabar Metropolis

The following research questions were answered in this study: What are the risk management skills required for sustainable small business enterprises in Calabar Metropolis? What are the ICT skills required for sustainable small business enterprises in Calabar Metropolis?

2. Literature Review

Sunday and Somoye, cited in Ukabi (2018) validated that the entrepreneur is the life wire of the business who ensures that the business performs up to expectation by putting all measures in place to guarantee the achievement of predetermined goals despite the odds. Accordingly, Ademiluyi, cited in Ukabi (2018), added that this essential function of the entrepreneur as the life wire of the business requires a level of knowledge and abilities in entrepreneurial skills to be able to function effectively and efficiently. In the views of Chileshe and Yirenkyi-Fianko (2012), enterprise operators must be equipped with the appropriate knowledge, skills, and sensitivity toward risk management for sustainable SBEs. They further added that professional knowledge impacts on risk management process to a greater extent. Moreso, ICT skill is contextually defined as a business enterprise's ability to use a wide array of ICTs ranging from database programs to local area networks (Martin & Matlay cited in Ukabi, 2018). The skill involves using computers and other telecommunication equipment like telephone lines, wireless signals, social networking platforms, middlewares, software, storage, and audio-visual systems to create, access, store, transmit, and manipulate information. The world in which we live today has been described a global village, digital or E-world, due to the rounded impact of ICT in all walks of life, business inclusive. Given its inevitable relevance and prospects in a changing but competitive business world, ICT skill is an indispensable entrepreneurial skill required to establish and run sustainable SBEs in the pandemic era. Because only businesses that are ICT compliant and have online presence are thriving in this era of paradigm shift, where traditional buying and selling methods are replaced and improved through electronic business transactions (E-Business Transactions), viz online shopping, E-Commerce, E-Banking or E-Business. Focusing on this, Gregurec, Furjan and Tomicic-Pupek (2021) acknowledged that ICT professionals refer to this as a global disruption, which can be seen as an opportunity or a challenge to transform business models implement new ICTs as a support for business processes.

According to Walsh, cited in Gregurec, Furjan and Tomicic-Pupek (2021), regardless of their size, numerous business organizations; large, medium, and small, are, “succumbing to the effects of the coronavirus”. The period of total or partial lockdown and the social distancing owing to threat of the spread of the virus has made e-business through the utilization of the various ICTs more relevant, critical, and adaptable in transacting business activities during the COVID-19 dispensation. Therefore, the need to possess modern ICT skills by entrepreneurs, run sustainable SBEs, and compete favorably with counterparts in the globe during this era was indispensable. In a recent study by Oche, Ukabi, and Odey (2021) on the role of business education in repositioning

the ailing global economy caused by COVID-19, the study revealed that the world would have experienced a total shutdown both not for the presence and utilization of ICT skills during the COVID-19 disruption. The authors added that the pandemic affected so many business enterprises greatly and among them were SBEs that lacked ICT skills and online presence. Consequently, Oche, Ukabi, and Odey (2021) advocated for education and training to teach and develop proficiency in ICT skills appropriate for operating sustainable SBEs in the “new order of business”.

An empirical study by Karajan, Muturi, Kabata, Wahome, and Kayogo (2013) on small business management in Kenya using descriptive statistics for data analysis revealed that a low level of technical skills leads to the failure of SMEs in using modern technology in business which has a negative effect on small business enterprises; 33.8% of the respondents agreed that low level of education lead to many SBEs failing to use modern technology because they do not understand their usability. Further, 26.4% and 25.4% not only “agreed” but they “very strongly” and “strongly agreed” respectively, with the above result. The study also shows that mobile phones are the most modern technology used by SBEs (50%), followed by computers (24%), and finally, calculators (17%), respectively. It implies that small business enterprises will achieve sustainability in the COVID-19 dispensation if their operators acquire a good mix of ICT skills. In strong support of the above results and views, Sajuyibe and Olabi (2012) validated that ICT skills are acquired for strategic day-to-day business management, communication and collaboration, customers access, managerial decision-making, data, and knowledge management, which helps to provide effective and efficient means of organizational productivity, service delivery systems for enterprise sustainability. In a related perspective, Duruamaku-Dim (2017) submitted that the internet constitutes the largest global market hub today, with the highest economic dividends of e-commerce and transactions. These availed online business opportunities can only be taken advantage of by those entrepreneurs who possess substantial skills in ICTs such as internet, e-cash transaction, social networking, and online shopping skills, which in turn gives one a competitive advantage in a turbulent and flexible business world.

Apparently, Risk Management Skills (RMS) has to do with the ability to identify risk components or factors and analyze them to ensure advantage is taken of calculated risk (Newman, Charity, Faith & Ongay, 2018). Generally, SBEs are failing at different phases due to risks that are not effectively managed. Adopting and sustaining a proper risk management technique is still challenging within the SBEs environment, irrespective of the industry (Mahembe, 2011). “This is due to a lack of risk management knowledge, insufficient resources, poor control environment, and risk management skills by management in capitalizing available funds for the well-being of the business. Compared to large enterprises, SBEs do not have sufficient resources; they lack knowledge on implementing structured risk management” (Jayathilake, 2012). Risk management (RM) is one of the major challenges confronting business enterprises during the COVID-19 era, and thus an indispensable factor in SBEs that must be planned for and effectively managed for business survival and sustainability in the new normal. Therefore, Enterprise Risk Management Skill (ERMS) is an essential business skill that every entrepreneur must possess to ensure sustainable SBEs and stay afloat during the COVID-19 disruption, as it confers on the entrepreneur the ability to set up well-structured and controlled strategies for enterprise risk evaluation and management (Chukwuka & Mma 2020; Watson, 2004). Notable among the core qualities or attributes that describe a successful entrepreneur is that of a ‘risk-taker’. Thus, the use of enterprise risk management skills (ERMS) can be viewed as an essential business competency

enabling entrepreneurs of SBEs to optimize opportunities associated with risk in the pandemic dispensation (Hofmann, 2009). It, therefore, implies that small business enterprise sustainability amidst the challenges of the pandemic cannot be achieved in a vacuum or isolation of business skills, instead, it requires knowledge, possession, and application of a set of entrepreneurial skills, of which risk management skill is paramount. Accordingly, the Actuarial Association of Europe (AAE) (2016) stated that risk management is a significant skill and capability contributing to business improvement, growth, and sustainability. Some of these skills inherent in RMS include assessment skills, technical skills and communication skills (AAE, 2016). In the views of Ping and Muthuveloo (2015), profit or loss are key performance indicators (KPIs) that determine the performance level, success, and sustainability of the enterprise. They supported that an enterprise's level of performance can be sustained through the adoption of an effective enterprise risk management system (ERMS), that promotes enterprise value, enhances business sustainability, minimize uncertainty, and enhances customer satisfaction in changing consumption patterns. Also, "Risk Management Skill" is a broad term for the business discipline that protects the assets and profits of an organization by reducing the potential for loss before it occurs, mitigating the impact of a loss if it occurs, and executing a swift recovery after a loss occurs. It involves a series of skills that involve risk identification, the measurement and evaluation of exposures, exposure reduction or elimination, risk reporting, and risk transfer and/or financing for losses that may occur, which makes the acquisition of its skills imperative in operating successful and sustainable small business enterprises in the phase of COVID-19 challenges. All organizations practice risk management in multiple forms, depending on the exposure being addressed (Calderon & Cheh, 2002; Risk and Insurance Management Society, 2008). According to Plourd (2009), the importance of risk management skills is now escalated above issues such as long-term and short-term financing constraints. Proclaiming the existence of a risk management strategy is insufficient, enterprises need to actively engage in risk management practice to address the convergence of major risks as experienced in the current economic climate where the credit crisis risk, fluctuating commodity prices, increased government debt, rising unemployment, and declining consumer spending are impacting individually and combined, on enterprises.

3. Methodology

This study identified entrepreneurial skills required for sustainable small business enterprises in Calabar metropolis of Cross River State, Nigeria. The research design adopted for the study was a descriptive survey design. The use of this design was predicated on the work of Olubiyi, Egwakhe, and Akinlabi (2019), Olubiyi, Egwakhe, Amos, and Ajayi (2019), Olubiyi (2019), Olubiyi, Lawal, and Adeoye, (2022), Olubiyi, (2022) and Olubiyi, Jubril, Sojinu, and Ngari, (2022), Uwem, Oyedele, and Olubiyi, (2021). The study population comprised all registered SBEs operators in Calabar metropolis totaling 2,860, obtained from Department of Investment Promotion, Business Registration Unit, Calabar, Cross River State, 2017. Using stratified and accidental sampling techniques a sample of 400 respondents representing 14% of the entire population were selected and used for the study. The instrument used in eliciting responses from respondents was a validated researcher's designed questionnaire titled "Questionnaire on Entrepreneurial Skills Required for Sustainable Small Business Enterprises in Calabar Metropolis" (QESRSSBECM). The data collected was analyzed using descriptive statistics of simple frequency, percentages, and bar charts with the help of SPSS version 21.0.

4. Results and Discussin

Research question 1:

What are risk management skills required for sustainable small business enterprises in Calabar Metropolis?

To answer this research question, data were collected from the respondents using the items contained in the instrument. Here, respondents were asked to rate the instrument's items whether risk management skills are "required" for sustainable small business enterprises or "not required". Frequency and percentages were used to analyze the risk management skills required for sustainable small business enterprises in Calabar Metropolis.

The remark (Required or Not Required) in Table 1 was based on the respondent's choice in each item. A benchmark of 50 per cent (%) and above shows the representativeness at which risk management skills were required for sustainable small business enterprises, while below 50 percent shows that the skills were not required for sustainable small business enterprises in Calabar Metropolis?

Table 1. Summary of respondents' views on the risk management skills required for sustainable small business enterprises in Calabar Metropolis N = 400

S/ N	Item Statement	Required		Not Required		Remark
		Freq	Percentage %	Freq	Percentage %	
1	Able to determine risk management strategy.	276	69.0%	124	31.0%	Required
2	Able to identify and assess risk.	230	57.5%	170	42.5%	Required
3	Able to prioritize and manage risk.	255	63.8%	145	36.3%	Required
4	Able to adopt the right risk avoidance and risk management strategies.	257	64.3%	143	35.8%	Required
5	Able to deliberately make and observe safety rules.	199	49.8%	201	50.3%	Not Required
6	Able to plan how to tackle risk.	256	64.0%	144	36.0%	Required
7	Able to take calculated risk.	208	52.0%	192	48.0%	Required
8	Able to control losses.	247	61.8%	153	38.3%	Required
Grand Total			60.25%		39.75%	

Source: Researchers' result, 2023

The result in Table 1 above reveals the respondents' views on the risk management skills required for sustainable small business enterprises. The result shows that, able to determine risk management strategy (69.0%), Able to identify and assess risk (57.5%), Able to prioritize and manage risk (63.8%), Able to adopt the right risk avoidance and risk management strategies (64.3%), Able to plan how to tackle risk (64.0%), Able to take calculated risk (52.0%), Able to control losses (61.8%), with the required percentages of above 50% and a total percentage of

60.25% for “Required” while only item five, Able to deliberately make and observe safety rules (49.8%) indicated “Not Required” and has a total of 39.75% percent. This implies that the identified risk management skills are required for sustainable small business enterprises in Calabar Metropolis because seven (7) out of the eight (8) risk management skills were identified as required for the improvement of small business enterprises in Calabar Metropolis except for Able to deliberately make and observe safety rules which is item five. A Bar chart to show the flow at which the skills were required is presented on figure 1 below.

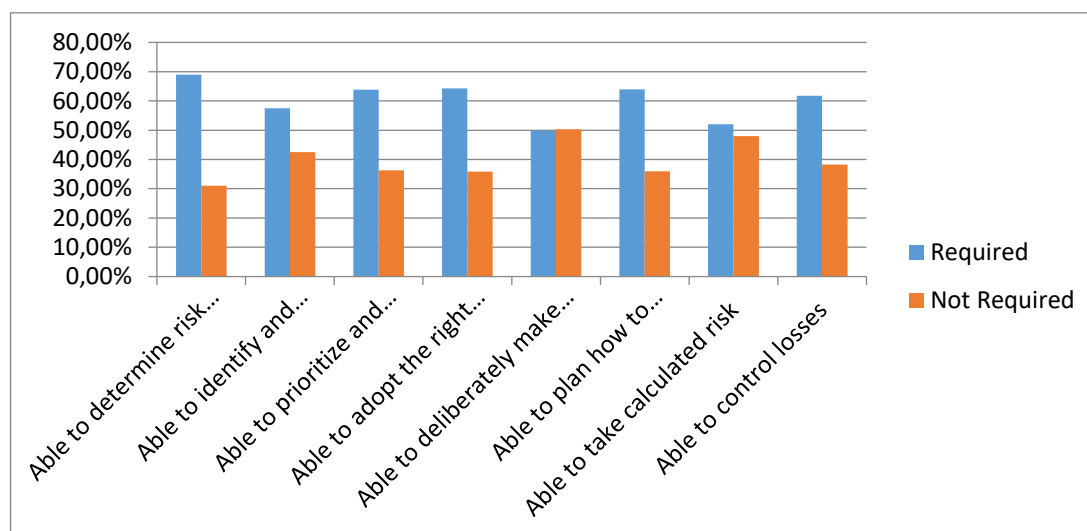


Figure 1: Chart illustration of risk management skills required for sustainable small business enterprises (2023)

Figure 1 shows that all the risk management skills identified are required for sustainable SBEs except for item five. However, the result of the analysis revealed that the respondents rated the skills differently according to their order of importance as follows; Able to determine risk management strategy (69.0%), Able to adopt the right risk avoidance and risk management strategies (64.3%), Able to plan how to tackle risk (64.0%), Able to prioritize and manage risk (63.8%), Able to control losses (61.8%), Able to identify and assess risk (57.5%), Able to take calculated risk (52.0%), while Able to deliberately make and observe safety rules (49.8%) was the only skill rated Not Required.

Research question two

What are the ICT skills required for sustainable small business enterprises in Calabar Metropolis? To answer this research question, data were collected from the respondents using the items contained in section “B” of the instrument. Here, respondents were asked to rate the instruments' items whether ICT skills are “required” for sustainable small business enterprises or “not required”. Frequency and percentages were used to analyze the ICT skills required for sustainable business enterprises in Calabar Metropolis. The remark (Required or Not Required) in Table 2 was based on the respondent’s choice in each item. A benchmark of 50 percent (%) and above shows the representativeness at which ICT skills were required for sustainable small business

enterprises, while below 50 percent shows that the skills were not required for sustainable small business enterprises in Calabar Metropolis.

TABLE 2. Summary of respondents' views on the ICT skills required for sustainable small business enterprises in Calabar Metropolis N = 400

S/N	ITEM STATEMENT	REQUIRED		NOT REQUIRED		REMARK
		Freq	Percentage %	Freq	Percentage %	
1	Ability to set up a business web page.	231	57.8%	169	42.3%	Required
2	Able to do e-transactions.	235	58.8%	165	41.3%	Required
3	Able to use social media to communicate effectively with customers and business counterparts.	223	55.8%	177	44.3%	Required
4	Able to do online advertisement and business networking.	240	60.0%	160	40.0%	Required
5	Able to use different ICT gadgets to improve customer services.	194	48.5%	206	51.5%	Not Required
6	Knowledge of internet security to protect business and customers' confidential information.	237	59.3%	163	40.8%	Required
7	Using ICT knowledge for good record keeping.	223	55.8%	177	44.3%	Required
8	Using ICT knowledge for effective processing of business documents.	230	57.5%	170	42.5%	Required
	Grand Total		56.66%		43.34%	

Source: Researchers' result, 2023

The result in Table 2 above reveals the respondents' views on the ICT skills required for sustainable small business enterprises. The result shows that the ability to set up a business web page (57.8%), Able to do e-transactions (58.8%), Able to use social media to communicate effectively with customers and business counterparts (55.8%), Able to do online advertisement and business networking (60.0%), knowledge of internet security to protect business and customers' confidential information (59.3%), Using ICT knowledge for good record keeping (55.8%), Using ICT knowledge for effective processing of business documents (57.5%), with the required percentages of above 50% and a total percentage of 56.66 for "Required" while only item five, Able to use different ICT gadgets to improve customer services (48.5%) indicated "Not Required" and has a grand percentage total of 43.34. This implies that the identified ICT skills are required for sustainable small business enterprises in Calabar Metropolis because seven (7) out of the eight (8) ICT skills were identified as required for improvement of small business

enterprises except for ‘Able to use different ICT gadgets to improve customer services’ which is item five. A Bar chart to show the flow at which the skills were required is presented in figure 2.

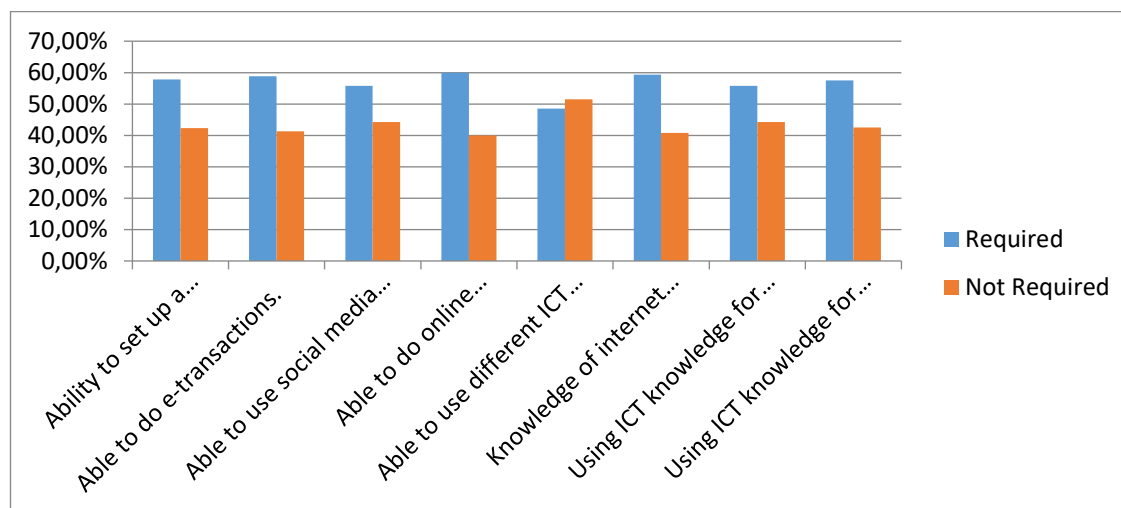


Figure 2: Chart illustration of ICT skills required for sustainable small business enterprises(2023)

Figure 2 above shows that all the ICT skills identified are required for sustainable SBEs except for item five. However, the result of the analysis revealed that the respondents rated the skills differently according to their order of importance as follows; Able to do online advertisement and business networking (60.0%), knowledge of internet security to protect business and customers’ confidential information (59.3%), Able to do e-transactions (58.8%), ability to set up a business web page (57.8%), Using ICT knowledge for effective processing of business documents (57.5%), Able to use social media to communicate effectively with customers and business counterparts (55.8%), Using ICT knowledge for good record keeping (55.8%), while Able to use different ICT gadgets to improve customer services (48.5%) was the only skill rated Not Required.

4.1. Results and Discussions

The findings on risk management skills required for sustainable small business enterprises in Calabar Metropolis showed that the respondents agreed that the ICT skills identified are required for the improvement of small business enterprises in Calabar Metropolis because seven (7) out of the eight (8) ICT skills were identified as required for sustainable small business enterprises except for Able to deliberately make and observe safety rules. The findings were supported by the Actuarial Association of Europe (AAE) (2016) study, which stated that risk management is a significant skill and capability contributing to business improvement, growth, and sustainability. Some of these skills inherent in RMS include assessment skills, technical skills, and communication skills (AAE, 2016). Another study that supports this finding is that of Ping and Muthuveloo (2015), who found that profit or loss are key performance indicators (KPIs) that determine the enterprise's performance level, success, and sustainability. They supported that an enterprise level of performance can be sustained by adopting an effective enterprise risk

management system (ERMS) that promotes enterprise value, enhances business sustainability, minimizes uncertainty, and enhances customer satisfaction in changing consumption patterns. Thus, several scholars are in support that “Risk Management Skill” is a broad term for the business discipline that protects the assets and profits of an organization by reducing the potential for loss before it occurs, mitigating the impact of a loss if it occurs, and executing a swift recovery after a loss occurs to ensure the sustainability of the business. It involves a series of skills that involve risk identification, the measurement and evaluation of exposures, exposure reduction or elimination, risk reporting, and risk transfer and/or financing for losses that may occur, which makes the acquisition of its skills imperative in operating successful and sustainable small business enterprises in the phase of COVID-19 challenges. All organizations practice risk management in multiple forms, depending on the exposure addressed (Calderon & Cheh, 2002; Risk and Insurance Management Society, 2008).

The finding in this aspect of the study revealed that the respondents agreed that the ICT skills identified are required for the improvement of small business enterprises in Calabar Metropolis because seven (7) out of the eight (8) ICT skills were identified as required for improvement of small business enterprises except for Able to use different ICT gadgets to improve customer services. These findings on ICT skills required for sustainable SBEs in Calabar metropolis are supported by the study of Oche, Ukabi, and Odey (2021) who acknowledged that the world would have experienced a total shutdown not for the presence and utilization of ICT skills during the COVID-19 disruption. The authors added that the pandemic affected so many business enterprises greatly, and among them were SBEs that lacked ICT skills and online presence. Consequently, Oche, Ukabi and Odey (2021) advocated for education and training that will teach and develop proficiency in ICT skills appropriate for operating sustainable SBEs in the “new order of business”. Another empirical study that supports this finding was that of Karajan, Muturi, Kabata, Wahome, and Kayogo (2013), that conducted a study on small business management in Kenya using descriptive statistics for data analysis. The study revealed that low level of technological skills leads to the failure of SMEs in using modern technology in business which has a negative effect on small business enterprises; 33.8% of the respondents agreed that low level of education lead to many SBEs failing to use modern technology because they do not understand their usability. Further, 26.4% and 25.4% not only “agreed” but they “very strongly” and “strongly agreed” respectively, with the above result. The study also shows that mobile phones are the most modern technology used by SBEs (50%), followed by computers (24%), and finally, calculators (17%), respectively. It implies that small business enterprises will achieve sustainability in the COVID-19 dispensation if their operators acquire a good mix of ICT skills. Also, in strong support of the above findings, Sajuyibe and Olabi (2012) validated that ICT skills are acquired for strategic day-to-day business management, communication and collaboration, customers access, managerial decision-making, data and knowledge management, which helps to provide effective and efficient means of organizational productivity, service delivery systems for enterprise sustainability. In a related perspective, Duruamaku-Dim (2017) submitted that the internet constitutes the largest global market hub today, with the highest economic dividends of e-commerce and transactions. These availed online business opportunities can only be taken advantage of by those entrepreneurs who possesses substantial skills in ICTs such as internet, e-cash transaction, social networking, and online shopping skills which in turn gives one a competitive advantage in a turbulent and flexible business world. It also provides the small business operators with the skills of effectively serving their customers at convenience, ensuring

high accuracy, and with high utilization of customers' value, which in turn increases the sales index and profit margin of the business. People transact businesses at ease today with the internet, computers, mobile phones, social networks, electronic cash transaction machines, etc. Therefore, any small-scale business that anticipates making tangible growth and development in the present digital world and during and after the COVID-19 era must commit both tangible and intangible resources to ensure its operators acquire the necessary ICT skills. In support of these findings, Sajuyigbe and Alabi (2012) stressed that ICT skills are basic requirements for strategic management, communication and collaboration, customers access, managerial decision-making, data management, and knowledge management since ICT helps in providing an effective and efficient means of organizational productivity, service delivery, and sustainability.

5. Conclusion

From the study findings, it was concluded that the identified entrepreneurial skills of risk management and ICT competencies are imperative skills required for sustainable small business enterprises in Calabar Metropolis. However, most SBE operators in the area ignore and lack the knowledge of these essential business skills, undermining its relevance and impacts on their small business enterprises' performance and sustainability in the COVID-19 crisis. Consequently, resulting to slow expansion, growth, and a high failure rate of SBEs in Calabar Metropolis. The lack of these skills also has some implications on why the state is still lagging economically as a civil service state, instead of developing and transforming into an industrial hub by leveraging on the economic potentials of sustainable SBEs. It, therefore, implies that entrepreneurs' acquisition of risk management and ICT skills in the disruption will lead to the sustainable operation of SBEs and enjoyment of enormous socio-economic benefits that accrue.

Based on the findings of the study, the following recommendations were made to ensure sustainable small business enterprises. Small business enterprise operators should be trained on how to develop their risk management and ICT capacities through on-the-job training, seminars, and conferences. Periodic ICT training sections should be organized for SBE operators in Calabar metropolis through the ICT training centers or computer self-instruction programmes. The media, especially electronic media, should be used consistently and massively to create awareness of risk factors that affect sustainable SBEs and how to mitigate them.

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The Impact of Leadership, Motivation and Work Discipline on Employees' Performance: The Case Study of Muara Telang District Office Kabupaten Banyuasin

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Abstract

This study aims to determine (1). The influence of leadership, motivation, and discipline on the performance of village officials in the Muara Telang sub-district, Banyuasin district. (2) The influence of leadership on the performance of village officials in the Muara Telang sub-district, Banyuasin district. (3) The effect of work motivation on the performance of village officials in Muara Telang sub-district, Banyuasin district. (4) The effect of work discipline on the performance of village officials in Muara Telang sub-district, Banyuasin district. This research is a quantitative study of data analysis used in this study using multiple linear regression analysis. The population in this study were all employees in 16 villages in the Muara Telang District, totaling 280 employees. The sample used the simple random sampling technique, which is a random sampling technique for the population. By using the Slovin formula, a sample of 165 employees is obtained. The results reveal that leadership, motivation, and work discipline significantly positively affect the employees' performance of village officials in the Muara Telang sub-district, Banyuasin district.

Keywords: Leadership, Motivation, Work Discipline And Performance

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1. Introduction

Human Resource Management (HRM) is part of the science of management, which focuses its attention on regulating the role of Human Resources in the activities of an organization. Human Resource Management (Human resources management) differs from personnel management

(Personnel management). HRM considers that employees are the organization's main asset (asset) that must be appropriately managed. So, Human Resource Management is more strategic for organizations in achieving the goals that have been set. Some of the roles of the HR quality leader include forming a quality assurance team, formulating quality strategies and policies, implementing and disseminating quality objectives and targets, procuring and allocating resources, developing quality education, conditioning continuous quality improvement and awarding or recognizing quality equipment or performance according to organizational standards.

Human resource management is a critical factor in an organization on a large or small scale; human resources are seen as a decisive element in the organizational development process because the development of service quality will be realized if human resources support it. Quality humans in human resources are employees who are ready, capable, and alert to achieving organizational goals. Thus the organization is required to manage and optimize its human resources so that it will get reliable human resources that can carry out their duties properly and responsibly and can increase the effectiveness of organizational performance.

Performance appraisal is an organizational process of assessing the performance of its employees. The purpose of conducting performance appraisals, in general, is to provide feedback to employees to improve their work appearance and efforts to increase organizational productivity. Specifically, it is carried out concerning various policies towards employees, such as for promotion purposes, salary increases, training education, and others. Thus, performance appraisal can be the basis for assessing the extent to which HRM activities such as recruitment, selection, placement and training are carried out correctly and what will be done later, such as in payroll, career planning and others, which, of course, is one of the essential activities.

Performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to various possibilities, such as work standards, work targets, or predetermined goals and criteria that have been agreed together. According to Kasmir (2016), the factors influencing employee performance are abilities and skills, knowledge, personality, work plans, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Many factors can affect employee performance, including leadership. According to Wahyudi and Laily (2020), leadership can be interpreted as a person's ability to move, direct and influence the mindset and the way each member works so that he is independent at work, especially in making decisions to accelerate the achievement of predetermined goals. In order to improve employee performance, it takes a leader who can bring the organization towards its goals. A successful leader can become a creator and motivator for his subordinates by creating an organizational performance that can spur the growth and development of his organization. The leader can have a positive influence on his employees to do the work as directed in order to achieve the set goals. Effective leadership must use different leadership styles in different situations, not rely on one approach for all situations, determine the appropriate style for specific situations, and be able to use it properly.

A study on the influence of leadership on performance was conducted by Saragih (2018) and Aryoko, Purnadi and Darmawan (2020). The study results show that leadership positively and significantly affects employee performance. Meanwhile, Setiyono's research (2017) found that

there is a positive and insignificant influence of leadership on employee performance.

Another factor that influences performance is motivation. Motivation is a set of forces both from oneself and from outside a person who encourages them to start working behaviour according to a particular format, direction, intensity and period. So work motivation is something that raises enthusiasm or encouragement to work. The strength and weaknesses of a worker's work motivation also determine the size of his achievements. Employee performance is a significant indication of influencing the running of an organization because its success is inseparable from its employees' maximum performance. Performance shows the results that an employee has achieved or done in carrying out the work given by the organization to show their performance. Performance achievement can be obtained through the strength of its human resources. The research entitled, the effect of work motivation on employee performance, Tindow, Mekel and Sendow (2014) found that work motivation has a positive and significant effect on employee performance.

Discipline also affects performance. Hasibuan (2017) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is a tool used by superiors to communicate with employees so that they are willing to change their behaviour and increase one's awareness and willingness to comply with all applicable organizational regulations and social norms. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, work discipline guarantees the maintenance of order and the smooth implementation of tasks to obtain optimal results and achieve organizational targets. Moreover, employees will get a pleasant working atmosphere, increasing morale in carrying out the work.

The research entitled, the influence of work discipline on employee performance Afianto and Utami (2017), Septiasari (2017), Lusigita (2017). The results showed that work discipline positively and significantly affects employee performance. The phenomenon that occurs in the standard work indicator is that there are still many employees who do not wear shoes at work, some who wear sandals at work, and others who only wear t-shirts at work. The phenomenon in competence shows that processing takes a long time, and there are often mistakes in typing letters. Therefore, it is necessary to have employees who know the management of such correspondence in managing letters. The phenomenon in the motive indicator is the lack of communication of encouragement or motivation from the leadership, which is caused by a lack of interaction between employees and leaders; some employees even complain about the policies determined by the leader.

The above performance is influenced by leadership following the government's wishes, and the wishes of subordinates will encourage increased work for village officials. However, it is often found that leaders need to influence their people to improve their performance. The phenomenon that occurs in indicators of communication skills is that sometimes leaders only give directions and instructions that are easier to understand by setting an example to their employees. Leaders should set an example for their employees. So that employees can understand and work is completed on time. The phenomenon that occurs in the indicator of the ability to hear the role of the leader here is too confusing, and sometimes the leader only relies on his own opinion; without the role of village officials, the leader should have received suggestions or input from other employees so that there are no misunderstandings while working. The phenomenon that occurs in indicators of leader assertiveness is also not firm in

making decisions; this can be seen from leaders who are less assertive to their employees so that employees look relaxed while working and the target of completing tasks is not achieved because of a lack of firmness from the leadership.

In every activity, employees need the motivation to achieve the organization's goals to work actively and optimally according to their abilities. The work motivation of village employees in Muara Telang sub-district, Banyuasin district, can be seen as needing help. The phenomenon that occurs in the remuneration indicator, namely in the form of materials or salaries received by employees, can be seen in village employee salaries (Rp. 2,022,200), even if the average salary received by village employees is the lowest (Rp. 850,000.00). The highest (Rp 1,300,000.00), then the receipt of the salary received is sometimes late. The phenomenon that occurs in the work facility indicator is that there are still employees who have not been able to carry out their duties or work optimally because there are several work facilities, such as computers that are often damaged, printers are often damaged, due to lack of care and maintenance so that performance is disrupted. The phenomenon that occurs in indicators of working conditions is that the electricity often goes out, so the signal network becomes difficult at the village office. Moreover, work facilities such as computers and printers are often damaged, disrupting working conditions and services to the community in the village of Muara Telang sub-district.

Discipline also affects performance. Employee discipline in an organization needs to be considered by leaders. Work discipline is applied so that all employees are responsible for their work and comply with the regulations that apply to the organization. Employees who are self-disciplined at work will also produce good work. The phenomenon that occurs in the attendance indicator at work is that there are employees who are late for work, where the time to enter work hours is 08.30 WIB, while employees often come later than that hour. The phenomenon that occurs in the indicator of compliance with regulations is that there are still employees who leave their jobs during working hours; this is in contrast to the regulations applied at the village office, which all employees should obey and obey. The phenomenon that occurs in indicators of ethical work of employees is less able to establish good relations with other employees due to a lack of interaction or communication between employees and other employees. Sometimes employees who are ordered to do a job or task by the leader are not done even the employee orders employees who are more junior or younger than him to do it. This often happens so that the employee's relationship with other employees can improve.

2. Literature Review

The company can develop the desire of every individual in the company, so with this development, the company will be able to compete and keep abreast of the times. Therefore, the goals expected by the company can be appropriately achieved. Optimal and stable performance is not a coincidence. Of course, employees have gone through the stages of good performance management and made maximum efforts to achieve it because performance management is a process of planning, organizing, implementing and controlling performance achievement. It is communicated continuously by leaders to employees, between employees directly and their superiors. Performance results from something that refers to and is measured over a certain period based on predetermined terms and agreements (Edison, Anwar & Komariyah, 2018). Performance is a description of the level of achievement of the implementation of an activity or program/policy in realizing the goals, objectives, mission and

vision of the organization contained in the formulation of an organization's strategic planning. Performance is the output produced by a job or profession's functions or indicators within a specific time (Hamali, 2016).

Regarding language, leadership is leadership, which comes from the word leader. The word appeared in the 1300s, while leadership appeared later, around the 1700s. Leadership is the generalization of a series of leader behaviours and concepts, highlighting the historical background, the emergence of leadership, the main characteristics of leaders, the primary duties of leaders, and the ethics of the leadership profession. A leader leads by initiating social behaviour by managing, directing, organizing or controlling the efforts/efforts of others or through prestige, power or position. A leader leads with the help of his persuasive qualities and the voluntary acceptance of his followers.

Leadership is a person's ability to foster, guide, direct and move other people so that they can work together to achieve the goals that have been set. Leadership can also affect morale, job satisfaction, security, quality of work life, and an organization's achievement level. Ability and skill in directing is an essential factor in the effectiveness of an organization. Leadership can be interpreted as a person's ability to move, direct as well as influence the mindset and way of working of each member so that they are independent in working, especially in making decisions to accelerate the achievement of predetermined goals (Wahyudi & Laily, 2020). Leadership is the ability of a process of ability to influence group activities to achieve common goals. From some of these definitions, it can be concluded that leadership broadly is the process of being able to direct and influence other people to work with other people and to want to provide new ideas or ideas to the organization to achieve common goals (Ansory & Indrasari, 2018).

Work motivation is a stimulant of desire and a driving force of one's willingness to work because each motivation has a specific goal. Moreover, work motivation is a psychological state that encourages, activates or moves that direct and channels one's behaviour, attitudes and actions to achieve goals. Work motivation is a set of forces both from within and from outside a person that encourages someone to start working behaviour according to a specific format, direction, intensity and period.

Discipline is crucial for organizational growth, primarily used to motivate employees to be self-disciplined in working individually and as a group. Many experts define work discipline, and each expert explains it differently. Discipline is awareness and willingness to comply with all applicable company regulations and social norms (Hasibuan, 2017). Work discipline is a tool used by superiors to communicate with employees so that they are willing to change their behaviour and increase one's awareness and willingness to comply with all applicable organizational regulations and social norms. Work discipline can be seen as something that has great benefits, both for the organization and employees. For organizations, work discipline guarantees the maintenance of order and the smooth implementation of tasks to obtain optimal results and achieve organizational targets. Furthermore, employees will get a pleasant working atmosphere, increasing morale in carrying out the work. Based on the opinions of experts, work discipline is the awareness of the willingness of a person or group to obey and comply with all existing regulations.

In research conducted by Nurhidayat (2017) and Wardhana (2014) found that leadership

positively and significantly affects employee performance. Motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. The contributions given by employees are still small; employees who have the ability usually tend to get more assignments, sometimes even assignments that are not supposed to be their jobs but are passed on to other employees.

According to Kasmir (2016), leadership is one factor that influences performance. Research conducted by Nurhidayat (2017) and Wardhana (2014) found that leadership has a significant influence on employee performance. There are still frequent miscommunications, and then communication to coordinate between each field often delays making decisions overly late.

According to Kasmir (2016), motivation is one factor that influences performance. Research that was conducted by Nurhidayat (2017), Wardhana (2014), and Tindow, Mekel and Sendow (2014) found that work motivation has a significant influence on employee performance. Communication conditions need to be better established, and sometimes the work given by the leader is very tight.

According to Kasmir (2016), work discipline is one factor that influences performance. Research that was conducted by Nurhidayat (2017), Wardhana (2014), Afianto and Utami (2017) found that work discipline has a significant effect on employee performance. Employees still need to be present during working hours, using time that is still ineffective, stalling for time at work, and sometimes employees go home during working hours.

3. Research Method

The methodology used in this study is a qualitative and quantitative research methodology with survey methods and using questionnaires. The type of data used in this research is primary data. The primary data collection technique is obtained directly through filling out questionnaires by village officials in Muara Telang District, Banyuasin Regency. To obtain data and information from village officials in Muara Telang District, the authors collected data using the direct contact method while they were at the village office by interviewing respondents face to face between the researchers and respondents through questionnaires that had been distributed. The independent variables in this study are leadership (X1), motivation (X2), and work discipline (X3). The dependent variable in this study is Employee Performance (Y). The population in this study were all employees in 16 villages in the Muara Telang District, totaling 280 employees. Sugiyono (2010) suggests an appropriate sample size in research is between 30 and 500. If the research is to conduct multivariate analysis (correlation or multiple regression), the number of sample members is at least 10 times the number of variables studied. For a simple experimental study, the sample members are between 10 and 20. The sample used in this study was 165 employees in 16 villages, Muara Telang sub-district, Banyuasin district. This study uses multiple regression analysis methods.

4. Findings and Discussions

Respondent criteria that can be used as samples in this study are all village officials in the Muara Telang sub-district. Characteristic data provides general information about the condition of the respondents, which can be analyzed qualitatively based on age, gender, last education, and years of service. Data on the characteristics of the respondents are more clearly presented in Table 1 below.

Table 1. Respondents Characteristics

Sample		Frequency	Percentage
		165	100%
Age	17 - 27 years	101	61
	28 - 38 years	44	27
	39 - 49 years	15	9
	> 49 years	5	3
Gender	Male	74	45
	Female	91	55
Education	Primary School	-	-
	Secondary School	-	-
	High School	61	37
	Undergraduate (S1)	96	58
	Graduate (S2)	8	5
Working tenure	< 5 years	152	92
	6-10 years	9	5,5
	>10 years	4	2,5

Based on Table 1 above, the respondent data collected were 162 respondents. In terms of age, the respondents can be divided into 4 age groups, namely the first group of respondents: 61% of the 17-27 years, the second group: 27% of the 28-38 years, the third group of 39-49 years and over 9%, and the third group aged 49 years and over by 3%. The total number of respondents by age is 165 respondents; all respondents include their age. Female respondents dominated respondents in this study at 55% and 45% for male respondents. Based on the data above, the education level of each respondent is known that respondents who have taken a bachelor's degree (S1) are more dominant with a total of 61%, and the rest have taken high school and postgraduate education (S2). Amounting to 92% have worked as village officials in Muara Telang District, Banyuasin Regency, for less than 5 years.

The results of the multiple regression equation are obtained: (1) The value of the constant is - 8.912. This means that if the value of leadership, motivation and work discipline is 0, the value of employee performance is negative, namely -8.912. (2) The leadership regression coefficient (b1) is 0.396, meaning that if leadership (X1) increases by 1%, it will increase employee performance by 0.396. The greater the influence of leadership, it will improve employee performance. (3) The regression coefficient of motivation (b2) is 0.351, meaning that if motivation (X2) increases by 1%, it will increase employee performance by 0.351. (4) The regression coefficient of the work discipline variable (b3) is 0.621, meaning that if work discipline (X3) increases by 1%, it will increase employee performance by 0.621.

Table 2. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8,912	1,524		-5,848	,000
	Leadership	,396	,049	,341	8,147	,000
	Motivation	,351	,048	,318	7,261	,000

Discipline	,621	,048	,528	12,937	,000
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a. Dependent Variable: Employees' performance

Partial test results (t) can be seen in the following table:

Table 3. t-test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8,643	1,518		-5,694	,000
	Leadership	,380	,047	,336	8,028	,000
	Motivation	,352	,049	,319	7,249	,000
	Discipline	,627	,048	,532	13,001	,000

a. Dependent Variable: Employees' performance

The leadership variable (X1) has a t-value of 8.028 > t-table 1.975, so the independent variable of leadership (X1) influences the dependent variable on employee performance (Y). From the significance value of 0.000 > 0.05, leadership (X1) significantly influences employee performance. Based on these results, the research hypothesis is that leadership influences employee performance partially. The results of hypothesis testing with a 95% confidence level prove that this study significantly influences leadership on the performance of village officials in the Muara Telang sub-district, Banyuasin district. So this proves that leadership has an impact on influencing employee performance. According to Kasmir (2016), leadership is one factor that influences performance. Research conducted by Yoga Kusuma Wardana (2014) found that leadership significantly influences employee performance. Sometimes leaders only give directions and instructions that are easier to understand than setting an example to their employees. The role of the leader here needs to be clarified; sometimes, the leader only relies on his own opinion, without the role of village officials. The solution: Leaders should provide examples and directions to their employees. So that employees can understand and work can be completed on time.

The motivation variable (X2) has a t-value of 7.249 > t-table 1.975, so the independent variable motivation (X2) influences the dependent variable on employee performance (Y). From the significance value of 0.000 < 0.05, motivation (X2) significantly influences employee performance. Based on these results, the research hypothesis is that motivation partially affects employee performance, so H_0 is accepted, and H_a is rejected. The results of hypothesis testing with a confidence level of 95% prove that the study's results show a significant influence of motivation on employee performance in the village of the Muara Telang sub-district. So this proves that motivation has an impact on influencing employee performance. Work motivation is an encouragement for someone to do work. The more motivated a person is to do a job, the performance will increase, and vice versa; the less motivated a person is to do a job, the performance will decrease. According to Kasmir (2016), the factors that influence performance are motivation and work discipline in research that was conducted by Nurhidayat (2017), Wardhana (2014), and Tindow, Mekel and Sendow (2014). That motivation influences employee performance. Remuneration, namely in the form of materials or salaries received by employees, can be seen from the salary of village employees (Rp. 2,022,200), even if the average salary received by village employees is the lowest (Rp. 850,000.00), the highest (Rp.

1,300,000 .00). The receipt of the salary received is sometimes late. The solution is that a leader must pay attention again to the remuneration received, whether appropriate or not; judging by the material remuneration or the average salary, there are still those below 1 million, so things like this make employees less motivated. There should be a balance between the employee's work and the remuneration received.

The work discipline variable (X3) has a t-value of 13.001 > t-table 1.975, so the independent variable work discipline (X3) influences the dependent variable on employee performance (Y). From the significance value of 0.000 < 0.05, work discipline (X3) significantly influences employee performance. Based on these results, the research hypothesis that works discipline effects negatively on employee performance partially H_0 is accepted, and H_a is rejected. The results of hypothesis testing with a confidence level of 95% prove that the study's results show a significant effect of work discipline on employee performance in the village of the Muara Telang sub-district. So this proves that work discipline has an impact on influencing employee performance. Work discipline is essential for organizational growth, primarily used to motivate employees to be self-disciplined in working individually and as a group. According to Kasmir (2016), work discipline is one factor that influences performance in research conducted by Wardhana (2014). The results of this study indicate that work discipline influences performance. Employees are less able to establish good relations with other employees due to a lack of interaction or communication between employees and other employees. Sometimes employees are ordered to do a job or task by the leader, but it still needs to be done even if the employee orders employees who are more junior or younger than him to do the task. This often happens so the employee's relationship with other employees could improve. The solution is that employees should establish good relations with other employees to create interaction and communication so that the employee's work is quickly completed. In contrast, senior employees often order employees who are junior or younger than them to carry out their duties and immediately report to the leader so that employees can carry out their duties following their ability.

In conclusion, the results of the simultaneous analysis show that with a confidence level of 95% which proves that the hypothesis is accepted, it means that there is a significant influence of leadership, motivation and work discipline on employee performance. This means that leadership, motivation and work discipline are interrelated and can jointly influence employee performance. This is also evidenced by the results of the determination coefficient, which shows the contribution of the leadership, motivation and work discipline variables of 0.765 or 76.5%. This is in line with the theory stated by Kasmir (2016). Factors that influence performance include leadership, motivation and work discipline. This follows Nurhidayat (2017) research on the influence of leadership, motivation and work discipline. There is an influence of leadership; motivation influences employee performance, and work discipline influences employee performance. A lack of interaction between employees and leaders causes a lack of communication, encouragement, or motivation from the leadership. Some employees even complain about the policies determined by the leader. The solution is that a leader must pay attention to his subordinates and interact with each other to make employees work enthusiastically so that later they will improve employee performance in carrying out their duties.

5. Conclusion

Based on the results of the discussion, there is a significant influence between leadership, motivation and work discipline on the performance of village officials in Muara Telang District, Banyuasin Regency. So, to improve employee performance, employees should comply with work standards made at the village office. Managing and typing correspondence requires employees to understand and have knowledge of managing correspondence. Leaders must also pay attention to their subordinates and interact with each other to make employees work well. Enthusiasm that later will improve the performance of employees in carrying out their duties. Leaders provide examples and directions to their employees. So that employees can understand and work can be completed on time. Leaders must also accept advice or be firm in making decisions to avoid misunderstandings at work. Leaders must pay attention to employee remuneration, both material and non-material rewards, with appropriate working conditions to motivate employees. Every village must have a generator when the power goes out, activities in the village office are still running, and computers and printers can be used so that services to the community can still be carried out. Leaders must pay attention to employees who arrive late and give sanctions to employees who leave work without any reason. Leaders must pay more attention to the relationship between co-workers and togetherness to form a harmonious relationship.

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