



**EFFECT OF LEADERSHIP STYLE, MOTIVATION AND
DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES WORKING
ON BOARD STAFFING AND HUMAN RESOURCES DEVELOPMENT
IN DISTRICT NORTH BARITO, INDONESIA**

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Abstract:

Legal aspects of the Agency for Employment and Human Resources Development (BKPSDM) are contained in Barito Utara Barito Utara District Regulation No. 2 the year 2016, on the Establishment and Composition of the Region North Barito regency and North Barito Regency Regulation No. 38 the year 2016 concerning Organizational Structure and Work of North Barito regency. In the regulation is stated that the position, the duty and the function of Human Resources Agency and Human Resources Development (BKPSDM) North Barito regency is an local government supporting element in the implementation of personnel management area, where BKPSDM North Barito regency demanded a good performance to serve PNS North Barito. The results were achieved by using quantitative analysis on the performance of BKPSDM North Barito district, based on the analysis and discussion of the data about the respondents' assessment of the effect of leadership style, motivation and work discipline on employee performance to the personnel board and human resources development of North Barito regency. partially style leadership, motivation, work discipline have a significant influence on employee performance on Employment Agency and Human Resources Development North Barito district and based on test results F variable, style of leadership, motivation and work discipline, has significant influence together (simultaneously) on the performance of government employees. The most dominant variable is the variable work discipline where the beta coefficient is highest among other variables.

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

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1. Introduction

The establishment of units of regional organizations that manage staffing and human resource development is intended not as a destination, but as a tool to improve the efficiency, effectiveness and overall organizational performance. This fact is more apparent when the mind that is working unit which manages employment and development of human resources perform the tasks of supporting and not perform the basic tasks. Working for an organization to obtain a compensation also usually is based on the belief that by working in an organization, one will be able to satisfy a variety of needs, not only in the field of materials, such as clothing, food, housing and the other needs of materialistic nature, but also a variety of other needs like social, prestige, psychological and intellectual needs.

It is clear that initially the various organizational motives is the achievement of objectives and fulfillment of personal desires. Thus, this is very reasonable and humane. However, in his career, one must want and are willing to do different types of adjustments that are required for becoming a person accepted as a respected member of the organization. Thus, the question will become if a member of an organization whose presence is accepted willingly by others with whom he will hold interaction, both within the framework of the implementation of the tasks entrusted to it, which means the functional relationships of formal, as well as in relationships that are not directly related to the job duties, which means that the informal nature relationship.

The existence of an office, a government office or a private office running in the organization for counselling the employee in order to achieve a good quality in managing organizational goals effectively and efficiently. Very important is the human factor; for obtaining the desired resources necessary to have a sustainable development. Such service becomes a very important contribution. The scope of private and public services covering the various aspects of the community life is very broad. This is based on their service as part of the state system. Government, as the manager of the needs of people who work, meets public demand in the form of public service. On this basis, the present government needs to manage and distribute a range of services through government organizations, so that the maximum public service objectives and satisfying the public will be achieved.

The role of government in providing services is important because the government has an implementation function regarding of the services performed by activities like regulation, guidance, coordination, and development in various fields. It is the government to establish a civilian agency that is protected by law to provide services to the wider community, that one of them is the civil servants.

One service of civil servants to be considered is the Human Resources Agency and Human Resources Development, better known as BKPSDM. Administrative services officer becomes a very important intermediary for tracing its development. The role of the Personnel and Human Resource Development (BKPSDM) is to provide administrative services for the personnel. This is very important for the civil servants

who are also public servants. Administrative services performed by the Agency for Employment and Human Resources Development (BKPSDM) are among other services like civil servant rank promotion, retirement management services, determination of NIP, Manufacture Karpeg, service on the welfare of civil servants, etc.

However, on Government Regulation No. 18 of 2016 is stated that the classification of the whole unit of the regional organizations, to SOPD with type A, had a score of 800 and above with huge workload intensity. Type B scores 600 to 800 with a moderate workload and type C scores of 400 to 600 with the intensity of the workload are small. The results from the sum multiplied by a factor of geographical difficulties one point one based on article 107 paragraph 2 letter B to Regulation No. 18 of 2016.

This scoring is based on common variables such as area, population and the number of regional budgets. Their total weight is 20 percent. Also, the technical variables, with a weight like 80 percent, represent the amount of workload by government affairs. Agency for Employment and Human Resources Development of North Barito district originally had a 1 Position Echelon structure II.B (Head), 1 Position Echelon III. A (Secretary of State), 4 Position Echelon III.B (Head) and 11 Position echelon IV.A (Head of Sub Division) downgraded to be a class C with a final score of 490 with details 1 Position Echelon II.B (Head), 1 Position Echelon III. A (Secretary of State), 2 Position Echelon III.B (Head) and 8 Position Echelon IV.A (Head of Sub Division).

The performance of employees has an important role in achieving organizational goals. It is also crucial for the achievement of the individual objectives of the employees. The main benefit derived from increased employee performance is getting greater results in the future with the available number of employees. The level of employee performance is often influenced by many factors, including human resources itself, the working environment as well as the policies of the government. In general, it can be said that human resources have been motivated to reflect a better intellectual level when compared with those who have not been motivated. From an economic perspective, the low performance is often associated with high economic cost (high-cost economic); in this case, reflects the performance or cost of capital.

2. Research Methods

Quantitative research methods are using numerical data and emphasize the research process on the measurement objective results by using statistical analysis. The focus of the quantitative method is to collect data sets and to generalize and explain particular phenomena experienced by the population (Creswell, 2010). The objective of quantitative research is to determine the relationship between variables in a population. Quantitative research design is of two kinds: descriptive and experimental. The quantitative study used a descriptive measurement only once. This means that the relationships among the variables investigated only take place once. While

experimental studies make measurements between variables before and after to see the causal relationship of the phenomenon under study.

This study is a survey, namely by taking a sample from a population and using questionnaires as a data collection tool. The main hypotheses were tested in this study, the type of research in that case was an explanatory research; the research explains the causal relationship between the variables through hypothesis testing. The number of employees at the end of October 2018 (as many as 40 employees working in North Barito regency BKPSDM) was composed of 27 civil servants and 13 honorary employees. Data collection technique consisted of 1) observation of the object of study, 2) questionnaire, containing alternative written questions, 3) documentation regarding the general picture BKPSDM North Barito regency.

Data analysis was performed with the validity and reliability of the instrument. In particular, quantitative analysis was done by using multiple regression analysis. Multiple regression analysis is used to determine how much influence the leadership style, motivation, and discipline have on the employee's performance at BKPSDM North Barito regency. The data were processed statistically for purposes of analysis and hypothesis testing using SPSS 20.0 for Windows. There are several tests carried out; classical assumption test, test multicollinearity, autocorrelation test, test heteroskedasticity and normality test. The statistical method used to test the hypothesis in this study is multiple regression (multiple regression) with SPSS (Ghozali, 2005; Sugiyono, 2015).

3. Results and Discussion

In an organization, leadership factor plays an important role because of the leadership that will move and steers the organization in achieving its objectives and is a task that is not easy. Not easy because they have to understand every different subordinate's behavior. A leader must know the function of the leader and also know the elements of leadership which influence the activity, the ability to encourage, direct, create and distribute the idea. As for some of the opinions expressed by the experts on leadership, the leadership style is the way a leader affects the behavior of subordinates, to cooperate and work productively to achieve organizational goals (Hasibuan, 2011).

The leadership style is the means used by a leader in influencing subordinates to want to carry out the duties and obligations, following the expected to achieve predetermined objectives (Thoha 2011; Wibowo, 2016). Based on the above definition of leadership style, can be concluded that leadership is the ability to direct, influence, encourage and control other people or subordinates to be able to do something on his consciousness and voluntary work in achieving a certain goal.

The vision is a statement regarding the organization's goals to be achieved. The vision should be able to unite the different interests, to facilitate the decision-making process within the organization. Vision will help the leader and his team in the face of the challenges of the company.

Also, in achieving organizational goals the employees should be given the motivation to work properly. All these things determine the success or failure of objectives to be achieved; of course, can not be separated from a leader in motivating personnel. Motivation plays an important role in a government, so the motivation may be defined differently by each individual by the place and circumstances of each individual. Motivation comes from the Latin word which means encouragement or motivation driving forces in the management only shown on human resources in general and in particular to the subordinates or followers (Hasibuan, 2011). Motivation to focus on how to direct the power and potential of subordinates, to work together productively, managed to reach and realize the objectives that have been determined.

Factual, leadership and motivation should be run in tandem. However, the necessary work discipline. Labor discipline became a requirement to achieve maximum results in the organization in the form of formal or informal. In any institution or organization regulations regarding labor, discipline must always exist, it is due to the importance of the influence of labor discipline in the achievement of organizational goals. Labor discipline is a tool used to communicate with Employees managers so they are willing to change behavior as well as a tool to raise awareness and willingness to comply with all company rules and social norms that apply (Veithzal, 2009).

Labor discipline is awareness and willingness to comply with all company rules and social norms that apply (Munandar S., 1998). Three are inextricably affected employee performance in environmental conditions of Employment and Human Resources Development Agency North Barito regency. Employment conditions are intended to look at some of the data related to the duties and functions, the state of human resources (human resources) in the Civil Service Agency and Human Resources Development North Barito regency is an accumulation of various disciplines, rank/class, and working lives in order to support increased performance and optimization of performance targets based Medium Term Development Plan (RPJMD) North Barito regency 2005-2025. Here are the results of the exposure data is found about the results of research. Variables used in this research that includes Style Leadership, Motivation, Work Discipline, Performance descriptive statistics will be tested as shown in Table 1 below:

Table 1: Test Results Descriptive Statistics Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GK	40	42.00	55.00	47.4000	4.10003
M	40	38.00	60.00	49.7500	6.16337
DK	40	48.00	80.00	65.3000	9.41140
K	40	24.00	40.00	33.1000	4.02429
Valid N (Listwise)	40				

Sources: Primary data processed.

Table 1 illustrates that the leadership style variable has a minimum response of respondents obtained from questionnaires is at 42 and the maximum response of respondents obtained from questionnaires amounted to 55, with an average total answer to 47.4 (average of respondents who obtained through the deployment questionnaires) and a standard deviation of 4.1. Motivation has a minimum variable respondent answers obtained from the questionnaires is at 38 and the maximum response of respondents obtained from questionnaires is 60, with an average total answer to 49.8 (average of respondents' answers were obtained through questionnaires) and a standard deviation of 6.2. Variable Work Discipline has a minimum response of respondents obtained from questionnaires is equal to 48 and the maximum response of respondents obtained from questionnaires is 80, with an average total response of 65.3 (average respondents obtained through questionnaires) and standard deviation of 9.4. Variable Performance has the answer minimum of respondents obtained from questionnaires is at 24 and answer a maximum of respondents were obtained from questionnaires is 40, with an average total response of 33.1 (average of respondents' answers were obtained through questionnaires) and standard deviation at 4:02. Following exposure test results conducted:

A. Classical Assumption Test Results

a. Test results Multicollinearity

Detecting the problem can be done by looking at the value of the Tolerance and Variance Inflation Factor (VIF) and the magnitude of the correlation between the independent variables. Table 2 shows the results of test multicollinearity in this study.

Table 2: Test Results Multicollinearity Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	beta			Tolerance	VIF
1 (Constant)	-2.670	3.265		-,818	,419		
GK	,298	,095	,303	3,125	,004	,517	1,934
M	,150	,066	,230	2,288	,028	,484	2,066
DK	,217	,040	,508	5.382	,000	,546	1.832

a. Dependent Variable: K

Sources: Primary data processed.

Table 2 above shows that the tolerance value close to 1 and variance inflation factor (VIF) around the number 1 for each variable, as indicated by the tolerance value of 0.517 for leadership style, motivation and discipline of 0.484 at 0.546. Besides VIF for Leadership Style at 1,934, 2,066 and Discipline motivation for working at 1.832. A regression model is said to be free of the problem multikollinearitas if they have VIF is less than 10. Thus, it can be concluded that there is no regression model multikollinearitas problem and can be used in this study.

b. Normality Test Results

Normality Test is used to test whether a regression model, the dependent variable and the independent variable or both have a normal distribution or not. A good regression model is data distribution to normal or near-normal can be seen in Table 2. To confirm the normality test results above, the researchers conducted a Kolmogorov-Smirnov test with the following results:

Table 3: Test Results Using the Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized d Residual
N	40
Normal Parameters a, b Mean	,0000000
Std. deviation	1.68537972
Most Extreme Absolute Differences	,137
Positive	,137
Negative	-,078
Test Statistic	,137
Asymp. Sig. (2-tailed)	,056c

Sources: Primary data processed.

- 1) Test distribution is Normal.
- 2) Calculated from data.
- 3) Significance Lilliefors Correction.

In Table 3 below the test used is the Kolmogorov- Smirnov test, the result asymp output. sig. (2-tailed) of 0.056 or above 0.05 indicates that significant numbers above 0.05 are normally distributed data.

c. Test Results Heteroskedasticity

Heteroscedasticity test conducted to examine whether in a regression model, occur inequality variance of the residuals of the observations by drawing four graphic scatterplot shows that the data are scattered above and below the number 0 (zero) on the Y-axis and there is a clear pattern on the spread data. This means that not happen heteroscedasticity the regression model so that a decent regression model used to predict the performance of employees based on the variables that influence it, the style of leadership, motivation, and discipline. To confirm the above test results heteroskedastic glejser the researchers to test with the following results:

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.670	3.265		-, 818	, 419
GK	, 298	, 095	, 303	3,125	, 004
M	, 150	, 066	, 230	2,288	, 028
DK	, 217	, 040	, 508	5.382	, 000

Based on Table 4 shows that the significant value of all the independent variables > 0.05, which shows significant value to the leadership style of 0004, while the motivation and discipline of work 0028 0000. Thus it can be concluded that the regression model there is no indication heteroskedastic and can be used in this study.

B. Hypothesis Test Results

a. Test Results the Coefficient of Determination (R²)

R² small value means the ability of independent variables in explaining the dependent variable are very limited. A value close to the mean variable-independent variable provides almost all the information needed to predict the dependent variable (Ghozali, 2005).

Table 5: Test determinant coefficient R²

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,908a	,825	,810	1.75420

Sources: Primary data processed.

b. Predictors: (Constant), DK, GK, M

Table 5 shows the value of Adjusted R Square of 0.810 or 81%, this indicates that the performance variables that can be explained by the style of leadership, motivation, and discipline are at 81%. While the rest of 0.19 or 19% of variables that are not examined by authors such as organizational culture, leadership, etc.

c. Test Results Statistics F

Simultaneous testing performed using the F test was conducted to determine whether all the independent variables in the model influence the dependent variable are tested simultaneously. Table 6 below illustrates the results of statistical tests F.

Table 6: ANOVA

Model	Sum Squares of	Df	Mean Square	F	Sig.
1 Regression	520.820	3	173.607	56.417	,000b
Residual	110.780	36	3.077		
Total	631.600	39			

Sources: Primary data processed.

d. Predictors: (Constant), DK, GK, M

Based on test results obtained F at 4:21 table calculated F value of 56.417 with a significance of 0.000. Due to the significance level of less than 0.05, the regression model can be said that the style of leadership, motivation and discipline influence performance.

Hypothesis 1: The Effect of Leadership Style on Performance

Ho: There is no effect between transactional leadership style variable to variable partial performance.

Ha: There is an influence between transactional leadership style variable to variable partial performance.

Hypothesis test results can be seen in Table 1: 4:22, leadership style variables have a significance level of 0.004. This indicates that the positive and significant effect on performance due to the significance level of leadership style variable owned less than 0.05.

Hypothesis 2: Effect of Motivation on Performance

Ho: There is no influence between motivation variable to variable partial performance.

Ha: There is an influence between motivation variable to variable partial performance.

3rd hypothesis test results can be seen in Table 7; motivational variables have a significance level of 0.028. This indicates that the motivation and significant positive effect on performance due to the significance level of work discipline variables owned less than 0.05.

Hypothesis 3: The Effect of the Work on the Performance Discipline

Ho: There is no influence between work discipline variable to variable partial performance.

Ha: There is an influence between work discipline variable to variable partial performance.

2nd hypothesis test results can be seen in Table 7, work discipline variables have a significance level of 0.000. This indicates that the labor discipline and significant positive effect on performance due to the significance level of work discipline variables owned less than 0.05.

Hypothesis 4: Influence Style Leadership, Motivation and Discipline Work on Performance

Ho: There is no influence of variables leadership style, motivation, and discipline to the performance variables simultaneously.

Ha: There is the influence of variables Leadership Style, Motivation and Discipline employment of performance variables simultaneously.

4th hypothesis test results can be seen in Table 6 F values obtained at 56.417 with a significance of 0.000. This means the regression model is fit for use. Due to the significance level of less than 0.05. It can be said that the style of leadership, motivation and work Discipline simultaneous and significant effect on performance.

C. Test Results Statistics t

T statistical test results can be seen in Table 7, if the probability value less than 0.05 t so Ha is received and reject H0, whereas if the value of probability t is greater than 0.05 then H0 is accepted and refused Ha (Ghozali, 2005)

Table 7: Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.670	3.265		-,818	.419
GK	,298	,095	,303	3,125	0,004
M	,150	,066	,230	2,288	0,028
DK	,217	,040	,508	5.382	,000

Sources: Primary data processed.

4. Conclusion

The influence of style of leadership, motivation, and discipline on the performance of case studies on the Personnel Board and Human Resources Development North Barito district, it can be concluded, namely: 1) partially leadership style has significant influence on the performance of Employee Personnel Board and Resource Development humans North Barito district, amounting to 04%, 2) partially motivation has significant influence on the performance of Employee Personnel Board and human Resources Development of North Barito district, amounting to 2.8%, 3) partially work discipline has significant influence on the performance of the Agency Employees employment and Human Resources Development of North Barito district, amounting to 0.28%, 4) based on the test results F variable style of leadership, motivation, and discipline, has significant influence together (simultaneously) on the performance of Government Employees amounted to 56.48%, 5) the most dominant variable is a variable work discipline where beta coefficient is highest among other variables.

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