



**EFFECT OF LEADERSHIP STYLE, MOTIVATION AND
DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES WORKING
ON BOARD STAFFING AND HUMAN RESOURCES DEVELOPMENT
NORTH BARITO DISTRICT, 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, duty and function of Human Resources Agency and Human Resources Development (BKPSDM) is an element of local government supporting in the implementation of personnel management area, where BKPSDM regency demanded a good performance to serve PNS. A quantitative analysis on the performance was used. The analysis and discussion of the data obtained after the respondents' assessment on the effect of leadership style, motivation, discipline work on employee performance. Partially style leadership, motivation, work discipline has a significant influence on employee performance on employment agency and human resources development department. Based on the test results, style of leadership, motivation and work discipline has significant influence together (simultaneously) on the performance of government employees. The most dominant variable is the work discipline, with the highest beta coefficient among other variables.

Keywords: leadership style, motivation, work discipline, and 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 a working unit which manages employment and development of human resources perform the tasks of supporting and not perform basic tasks. Working for an organization to obtain a compensation is also usually based on the belief that one will be able to satisfy a variety of needs, not only in the field of materials, such as clothing, food, housing and the needs of other materialistic, but also a variety of other needs that are social, prestige, psychological and intellectual needs.

Initially by entering the various organization, the motives are the achievement of objectives and fulfillment of personal desires. This is very reasonable and humane. However, in a career, one must want to do different types of adjustments required for being accepted as a respected member of the organization.

The existence of a government or a private office is necessary for providing the employee with good quality guiding in managing to achieve organizational goals effectively and efficiently. The human factor is important to obtain the desired human resources necessary to have sustainable development.

The scope of public services covers the various aspects of the community life. Government is the manager of the needs of people who produce, distribute, or sell equipment and meet the public demand for services in the form of public service. On this basis, the present government need to manage and distribute a range of services through government organizations. By doing this, a satisfying level of public service will be achieved.

The role of government in providing services is important because its function of implementation, 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, one of them is the civil servants.

One service provided by civil servants is the Human Resources Agency and Human Resources Development, better known as BKPSDM. Administrative Services Officer becomes very important to trace its development. The role of the Personnel and Human Resource Development (BKPSDM) to provide administrative services for personnel is very important for the civil servants. Administrative services performed by the Agency for Employment and Human Resources Development (BKPSDM) among other services are civil servant rank promotion, retirement management services, determination of NIP, manufacture Karpeg, service on the welfare of civil servants, and many other services.

However, based on Government Regulation No. 18 of 2016, which states 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.

Scoring even this is based on common variables such as area, population, and the number of regional budgets. The total weight is 20 percent. Also, the technical variables such as the weight of 80 percent, which is 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 and the achievement of the individual objectives of the employees. The main benefit derived from increased employee performance is getting greater results in the future. 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 the measurement objective results by using statistical analysis. The focus of the quantitative method is to collect data sets and to generalize to explain particular phenomena experienced by the population (Creswell, 2010). The objective of quantitative research is to determine the relationship between variables in a population. There are two kinds of quantitative research designs: descriptive and experimental. The quantitative study used a descriptive measurement. This means that the relationships among the variables investigated only took 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. It was realized by taking a sample from a population and using questionnaires as a data collection tool. The main hypotheses to were tested for finding out the results. The type of research used was an explanatory research, the research explained the causal relationship between the variables through hypothesis testing. The study population was composed by BKPSDM workers in North Barito regency. Based on the number of employees end of October 2018 as many as 40 employees working in North Barito regency BKPSDM consist of as many as 27 civil servants and employees of Honorary many as 13 people. Data collection technique; 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 is done by using multiple regression analysis. Multiple regression analysis is used to determine how much influence the leadership style, motivation, and discipline to employee performance at BKPSDM North Barito regency. The data were processed statistically for purposes of analysis and hypothesis testing using SPSS 20.0 for Windows. Multiple regression method. 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 factors play an important role they will move and steers the organization in achieving its objectives and is a task that is not easy. Not easy because they must understand every subordinate's behavior different. A leader must know the function of the leader and also know the elements of leadership as influence the activity, the ability to encourage, direct, create and sparked 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 are 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, it 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. A leader in charge of making the vision for the organization. The vision is a statement of what the organization's goals need 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

is 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, is 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).

Employment conditions are intended to look at some of the data related to the duties and functions, the state of 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. PNS is Personnel and Human Resources Management Agency of North Barito regency.

Below are the results of the exposure data is found about the results of research; variables included in this research (Style Leadership, Motivation, Work Discipline, Performance) 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: Processed primary data.

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 was 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 was obtained through questionnaires) and standard deviation at 4:02. Following exposure test results were conducted.

A. Classical Assumption Test Results

a. Test results multicollinearity

To detect the problem, it 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: Processed primary data.

Table 2 shows that the tolerance value is close to 1 and variance inflation factor (VIF) around the number 1 for each variable, as indicated by the tolerance value of 0.517 1 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 multiko if they have VIF is less than 10. Thus, it can be concluded that there is no regression model multiko 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	,137
Differences	
Positive	,137
Negative	-,078
Test Statistic	,137
Asymp. Sig. (2-tailed)	,056c

Sources: Primary data are processed

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

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

c. Test Results Heteroskedasticity

The concept of heteroscedasticity - the opposite being homoscedasticity - is used in statistics, especially in the context of linear regression or for time series analysis, to describe the case where the variance of errors or the model is not the same for all observations, while often one of the basic assumption in modeling is that the variances are homogeneous and that the errors of the model are identically distributed.

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

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: Processed primary data.

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: Processed primary data.

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.

3 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.

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.

4 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: Processed primary data.

4. Conclusion

After concluding the investigation on the influence of style of leadership, motivation, and discipline on the performance of the Personnel Board and Human Resources Development North Barito district, has been determined that:

- leadership style has partially significant influence on the performance of Employee Personnel Board and Resource Development humans North Barito district, amounting to 04%,
- motivation has partially significant influence on the performance of Employee Personnel Board and Human Resources Development of North Barito district, amounting to 2.8%,
- work discipline has partially significant influence on the performance of the Agency Employees employment and Human Resources Development of North Barito district, amounting to 0.28%,
- style of leadership, motivation and discipline (simultaneously) have significant influence on the performance of government employees, amounting to 56.48%,
- the most dominant variable is a variable work discipline where beta coefficient is highest among other variables.

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