

Leadership, Motivation and Work Discipline and its Effect on Employee Performance in the Community, Women and Family Planning Empowerment Agency in Gresik Regency, Indonesia

Asmara Indahingwati^a, Muchran^b, Amiruddin^c, Bunyamin M Yapid^d, Suci Ayu Kurniah Putri^e, ^aSchool of Economics Indonesia “STIESIA” Surabaya, Indonesia, ^bUniversitas Muhammadiyah Makassar, Indonesia, ^cUniversitas Azzahra, Jakarta, Indonesia, ^dSTAI DDI Sidenreng Rappang, Indonesia, ^eDepartment of Ners Faculty Universitas Indonesia Timur Makassar, Indonesia,, Email: asmaraindahingwati@stiesia.ac.id, bmuchran@unismuh.ac.id, camiruddin.azzahra@gmail.com, dbunyaminmyapid@gmail.com esuciayu_0904078701@uit.ac.id

This research uses a quantitative research method with explanatory type approach, to determine the influence of leadership, motivation and work discipline on employee performance. Through the census method, 40 employees of the Community, Women and Family Planning Empowerment Board of Gresik Regency were selected. The data were collected using Likert scale model questionnaires. Proofing of hypothesis is performed simultaneously through multiple regression analysis, showing $F = 64,824$ ($F_t = 2,80$); $p = 0,000$ ($p < 0,05$), which indicates the influence of leadership, motivation and work discipline on the performance of employees. Partial proofing shows that $t = 2.546$; $p = 0,015$ ($p < 0,05$) which means that leadership had a significant positive effect on employee performance; value $t = 3.791$; $p = 0,001$ ($p < 0,05$) proves that work motivation had a significant positive effect on employee performance and value $t = 3,152$; $p = 0.003$ ($p < 0.05$), proves that work discipline had a positive effect on employee performance. The proposed recommendation refers to the results of the research, that the institution seek to improve the effectiveness of the tasks of the leadership, through regular supervision so that employees can accord with the rules of work.

Key words: *Leadership, Motivation, Work Discipline, Employee Performance.*

Introduction

One government effort is to improve community welfare, through the development of Women's Empowerment and Child Protection. It is seen from the indicators of Gender Development Index (GDI), Gender Empowerment Index (GEI), Cases of Violence against Women and Children, Gender and Child Sensitive Officer (GCSO), Gender Empowerment Measure (GEM). The implementation of family planning affairs covers four targets: Maturity of Marriage Age, Birth Arrangement, Increasing Family Resilience and Increasing Family Welfare. Efforts to improve community welfare through the development of Women's Empowerment and Child Protection are implemented by the Community, Women and Family Planning Empowerment Agency of the Gresik District (the District).

Community, Women and Family Planning Empowerment supports the regent's duties in the field of community empowerment, women's empowerment and family planning. It is led by heads of bodies domiciled under and accountable to the regent, through the regional secretary. However, the tasks and functions of the district Community, Women and Family Planning Empowerment Agency are not supported by the performance of employees in effective planning, strategic planning. There is a lack of performance by employees in responding to external changes, and organizing resources to achieve the objectives of the District Community and Family Planning Empowerment Agency. This happens because of a lack of leadership support to develop a clear work program, and feasibility studies to ensure the sustainability of the organization in a dynamic environment. In addition, there is a lack of motivational support and employee discipline, to actualize PMPKB values and principles, and so support the implementation of good governance (Good Governance).

Theoretical Review

Leadership

Tead et al. (in Rowley and Jackson, 2012) explains that leadership is the activity or art of influencing others to willingly work together, based on the person's ability to guide others in achieving the group's goals. Stoner (Peter, 2013) explains that leadership is a process of direction and influence, on the activities of a group of members with interconnected duties. Leadership is an active influence over others' behaviour, or the art of influencing others' behaviour, or the art of affecting both individuals and groups. Effective leaders according to Pidarta (Siagian, 2014) are high leaders in both dimensions of leadership. Leaders who have high performance in planning and management functions are also high in

both dimensions of leadership. Therefore good leadership integrates task orientation with an orientation between human relationships.

Other scholarship (Robbins, 1996) assumes that the success or effectiveness of leadership, and subordinate compliance with the leader, is determined by the style applied by a leader. Kouzes and Posner (Kaswan, 2011) argue that leaders can, with or without official appointment, influence the group they lead to do business together towards the achievement of certain targets.

Work Motivation

Work motivation activates individuals in performing a work persistently, in the sense of seriously and sustainably (As'ad, 2004). Wexley & Yukl in As'ad (Prasetyo and Wahyuddin, 2003) explains that the motivation of work is the giving or inclusion of motives which can be interpreted as that the motivation of work raises the spirit or encourages. Munandar (in Antonio et al., 2014) stated that work motivation is an inner state that causes certain outcomes to be attractive. Steer and Porter (in As'ad, 2004; Chris and Keith, 2012) argue that work motivation is a system between internal forces and external forces. This is conceptualized as an internal force. It encourages individuals to gain a variety of external ways and forces, as a trigger of internal drive. Internal and external forces can increase the intensity of the drive and the direction of behaviour toward other objects.

According to Litwin & Feather (Peter, 2013), and (Davis, et al., 2008) employee motivation can be measured through the following criteria: self-confidence and originality (the ability to create new things); directs its behaviour in task-oriented ways; risk-taking; and being people oriented (in every action always use others as feedback on what has been done).

Discipline

Sutrisno (2009) explains that in everyday life, wherever a human being is, rules and conditions are required and will regulate and limit every activity and behaviour. However, these rules will be meaningless without sanctions for offenders; the attitude of discipline. Fathoni (2009) describes discipline as the sixth operative function of Human Resource Management. Discipline is the most important function, because the better the employee discipline, the higher the achievement of work. Without good discipline, organizational optimization of results is difficult.

Discipline indicates a condition or employee attitude of respect, to company rules and regulations. Ignorance or frequent violation of company rules or provisions will result in poor discipline of employees. Conversely, subjecting the employee to corporate resolutions results

in a good disciplinary condition. In a narrower and more widely used sense, discipline means an action taken with supervision to correct misbehaviour and attitudes on the part of employees (Peter, 2013 and Kaswan, 2011).

Employee Performance

Scholars (Dalimunthe and Rismawati, 2008) explain that performance is the result of many individual decisions made constantly by management. Performance is generally construed as a person's success in performing the tasks or work assigned to him or her. According to other scholarship (As'ad, 2004) performance is successful role achievement, by a person or group of people in deeds. This means that the higher the quality and quantity of employee work, the higher the performance will also be. Performance is the quality and quantity of work that employees can complete. Bernardin & Russell (Tika, 2005) defines performance as the recording of results obtained from certain job functions or activities over a period. Employee performance within an organization has also been appraised (Munandar, 2003) according to three aspects; identification, measurement and management. Kaplan & Norton (Tika, 2003; Omae et al., 2016) proposes measuring employee performance by a questionnaire containing several dimensions of work-related criteria, using the Balanced-Scorecard method. This card records scores or measures the performance of individual, or group work.

Research Methods

Sampling Technique

The sample was selected by using a census research model involving all 40 employees of the Community, Women and Family Planning Empowerment Agency of Gresik Regency.

Data Retrieval

To obtain responses, questionnaires were distributed to respondents. Answers to the statements submitted to respondents were prepared using the Likert Scale format (Alexandrov, 2010).

Data Analysis

The model of the multiple regression equation is:

$$P = 0.237 + 0.330 X_1 + 0.369 X_2 + 0.262 X_3 \quad (1)$$

A constant value of 0.237 indicates a predictive performance value of 0.237 when the independent variable is 0. The value of leadership regression coefficient is 0.330. Thus, if leadership changes one unit, then the performance of employees will change by 0.330 units. It is assumed that other variables remain constant. The value of regression coefficient of work motivation is 0.369. Therefore if the work motivation changed one unit, the performance of employees will change by 0.369 units, other variables being constant. The value of regression coefficient of work discipline is 0.262. If work discipline is changed one unit, employee performance change will equal 0.262 unit, other variables being constant.

Results

The result of measurement of double correlation coefficient shows in Table 1.

Table 1: Result of Measurement of Double Correlation Coefficient

Variable	Value
Employee Performance	0.919
r table	0.844

Referring to Table 1, the relationship between leadership, motivation and work discipline variables together with Employee Performance variable has a very strong level, and positive and significant correlation, because the correlation value 0.858 is bigger than r table or $0.919 > 0.312$. The value of R^2 indicates that variables of leadership, motivation and work discipline together (simultaneously) effectively contribute 84.4%. The remaining 15.6% is the contribution of other variables to the Employee Performance variable, yet they are not examined.

Hypothesis test approximation by using multiple regression analysis method is shown in Table 2.

Table 2: Regression analysis value

Variable	Value
α	0.05
DF1	3
DF2	36
F table	2.80
F arithmetic	64.824 ($F > 2.80$)
p	0.000 ($p < 0,05$)

Referring to the regression result, the work characteristic such as of leadership, work motivation and work discipline in workplace, has a significant positive effect on employee performance.

Discussion

These findings prove that leadership, motivation, and work discipline collectively influence employee performance at the Community, Women and Family Planning Empowerment Agency in Gresik District. This is the result of employees' work in carrying out their main tasks, which is shown in quality, quantity, and timeliness.

The proof of hypothesis testing in this study supports previous research by numerous scholars: Armitha (2002); Dirk and Ferrin (2002); Kaplan (2005); Aritonang (2007); Iriam et al. (2007); Dalimunthe and Rismawati (2008); Dhona (2009); Tjahyono and Gunarsih (2010); Widodo (2010); and Harisand Utama (2014). It proves that leadership and work motivation factors simultaneously or partially affect employees' performance. Similarly, research by Kirkman and Shapiro (2001), and Inmaculada et. al. (2010), explains that discipline has a role in improving employee performance.

Employee performance at the Community, Women and Family Planning Empowerment Agency of the Gresik Regency is the duty and function of BPMPKB, to improve the achievement of work from the BPMPKB Gresik Regency. This impact on the existing condition of society is the authority of BPMPKB Gresik Regency in overcoming problems of community welfare, through controlling population growth and improving the quality of women. However, not all of the existing work program indicators have been implemented effectively, due to the low quality and quantity of work.

Conclusion

This study proves that leadership, motivation and work discipline simultaneously affect the performance of employees in the Community, Women and Family Planning Empowerment Agency of Gresik District. It also proves that leadership, motivation and work discipline together contribute to the increase or decrease in employee performance by 84.4%. Partially, this research also proves that leadership influences employee performance. Motivation influences employee performance. Similarly, work discipline affects the performance of employees.



Recommendation

Suggestions that can be recommendations for improving the Community, Women and Family Planning Empowerment Agency of Gresik District include:

- Striving for leadership enhancement by streamlining leadership tasks, through regular monitoring so that employees can work in accordance with work rules.
- Encouraging the improvement of work motivation by providing facilities and work infrastructure.
- Enhancing the improvement of work discipline, by imposing stricter employment rules upon employees through rewards and punishments.

REFERENCES

- Alexandrov, A., 2010. Characteristics of single-item measures in Likert scale format, *The Electronic Journal of Business Research Methods*, 8(1), pp. 1–12.
- Antonio, T., *et al.* 2014. Correlations Creativity, Intelligence, Personality and Entrepreneurship Achievement. *Procedia-Social and Behavioral Sciences*, Vol. 115, pp. 251–257.
- As'ad, M., 2004. *Seri Ilmu Sumber Daya Manusia: Psikologi Industri, Edisi Keempat. Cetakan Kesembilan.* Jogjakarta: Liberty.
- Dalimunthe, Rismawati, 2008. *Pengaruh Motivasi Kerja dan Budaya Organisasi Terhadap Kinerja Dosen Politeknik Negeri Medan.* [on line]. Available: <http://repository.usu.ac.id/handle/123456789/4258>.
- Kaswan, A., 2011. Reconciling Justice and efficiency: *Integrating Environmental Justice Into Domestic Cap-And-Trade Programs For Controlling Greenhouse Gases.*
- Munandar, A. S., 2003. *Culture and management in Indonesia.* London, UK: Routledge.
- Omae, D. O., Onderi, P. O., Mokogi, H. M., Bantu, E., Barongo, S., Miroro, R. S., & Evans, M. N. (2016). Factors Affecting the Utilisation of Time as a Selected Teaching/Learning Resource in Public Day Secondary Schools in Nyacheki Division, Kisii County, Kenya. *American Journal of Education and Learning*, 1(1), 16-24.
- Prasetyo, E. Wahyuddin, M., 2003. *Pengaruh Kepuasan dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Riyadi Palace Hotel di Surakarta*, Retrieved April, 2, p. 2016.
- Robbins, S. P., 1996. *Perilaku Organisasi: Konsep, Kontroversi dan Aplikasi.* Diterjemahkan oleh Hadyana Pujaatmaka, Penerbit Prenhallindo, Jakarta.
- Rowley, C. and Jackson, K., 2012. *Manajemen Sumber Daya Manusia, The Key Concepts,* Jakarta: RajaGraaindo Persada.
- Siagian, S. P., 2014. *Manajemen Sumber Daya Manusia.* Bumi Aksara.