

INFLUENCE OF LEADERSHIP FUNCTION, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEES' PERFORMANCE

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Abstract: This study aims to determine and analyze the influence of leadership function, motivation and work discipline on employees' performance. The population in this study is all employees at the Department of Manpower and Transmigration Karawang Regency. This research is conducted on the population of 159 people. This study uses verification research methods by using path analysis. The results show that leadership function, motivation, and work discipline have a significant effect either partially or simultaneously on employee performance. By improving the leadership function, employee motivation and work discipline, it is possible to increase the employees' performance at the Department of Manpower and Transmigration Karawang Regency.

Keywords: the leadership function, motivation, work discipline, employees' performance.

There is a paradigm shift in government. Recently, the latest trend is good corporate governance paradigm which requires leaders who can protect and improve their regions by utilizing the optimum potential, both the natural resources and the human resources that exist in the area. All of that must be enjoyed by the local government and the whole community. As a person who is responsible for the success of his work unit, a leader must have the ability to coordinate the activities of his unit, especially in decision making. (Lipsky, 2010)

Solving the problem and taking a decision are tasks which are always attached to a leader. They are continuously used and implemented as long as a person serves as a leader. Human resources (HR) are a key element in an organization since humans have different characteristics compared with the other resources. Therefore, the success of an organization is determined by the quality of the employees. Building a measurement system is a process for determining performance indicators that relevant to the growth and dynamics within the organization. The rapidly changing environment requires the ability of human resources to capture the phenomenon of change, analyze the impact on the organization and prepare some steps to deal with the condition. Based on this fact, the role of HR management in the organization is not only in the administrative aspect. However, it focuses on how to develop the potential of human resources to be creative and innovative. (Perry & Wise, 1990)



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Human resource development which is an intangible asset is accomplished in order to provide results in accordance with the goals and objectives of the organization, with predefined performance standards (Sidharta & Affandi, 2016). Hence, HR is the most important investment that can be done by the organization whose ultimate goal is having a qualified workforce, good work discipline, dedication, loyalty, efficiency in all aspects and having a work productivity that suits the needs of the organization, both now or in the future. Provision of broader authority from government to the regions brings the direct consequences. The central government has a lack of authority in the regions. Meanwhile, the regions have more responsibilities. To carry out all these tasks, there is restructuring on the institutional. In line with the restructuring process, it is necessary to improve the employees' performance so that they can carry out the tasks as good as possible. The employees' performance in the public sector is largely determined by the role of leadership (Fernandez, 2005; Fernandez, S., Cho, & Perry, 2010; Hooijberg, & Choi, 2001; Parry, & Proctor-Thomson, 2002; Rukmana, 2016; Wart, 2003).

There is an initial research on leadership function in the Department of Manpower and Transmigration of West Java Province. It is found that the function of leadership is still not optimal. Therefore, it is suspected to be one of the factors that affect the less optimal employees' performance. Leadership function is one of the important elements in achieving, maintaining and improving organizational performance. Leadership function plays a dominant and crucial role in overall efforts to improve performance, at the individual, group and at the organizational level. A person who occupies a position as a leader or managerial in an organization plays a very important role. It is not only internally for the organization but also in front of various parties outside the organization which all intended to improve the ability of the organization in achieving its goals. (Reinke, 2004) Furthermore, Siagian (2001) argues that leadership is the core of management because the leader is the driving force for human resources and other natural resources. Leadership, is an aspirational force, a force of morale, and a creative

moral force, which capable of influencing the members to change attitudes. Therefore, they become conformed to the leader's wishes. Group or organizational behavior has the same direction with the leader's will and aspirations. It happens due to the interpersonal influence of the leader on the subordinates. (Andrews & Boyne, 2010) Under such conditions, there is volunteerism or induce compliance with a subordinate willingness to the leadership, especially in the effort to achieve common goals, and in the process of solving the problems that must be solved collectively. Therefore, there is no need for persuading, crowding, forcing, intimidating, or threatening.

Another factor that can support the employees' performance is motivation. Motivation is one of the indicators that affects the quality of human resources. Therefore, high motivation is strongly influenced by the existence of leaders who are able to motivate the employees. Employees do not only formally work in the office but also be able to feel and enjoy the work. Therefore, he will not feel bored and will work more diligently. Employees will be happier in working if supported by a variety of conducive situations so that they are able to develop their skills.

Basically, motivation can make employees work hard so that they are able to achieve their goals. It will increase the employees' productivity which has the effect on the achievement of organizational goals. As stated by Mangkunegara (2013), motivation derived from the word motive or things that cause encouragement or circumstances that cause encouragement. Motivation is also defined as energy to generate an inner impulse that can move a person to be able to achieve the goals of his motives.

The empirical foundation is proven from the observation in the field. The employees' seriousness in the Department of Manpower and Transmigration Karawang Regency is still less than optimal. This is indicated by employees who do the unimportant activities such as: avoiding the ceremony schedule that has been determined normatively, chatting while drinking coffee, smoking in the coffee shops and cafeterias, chatting in the office during

working hours, reading newspapers in the hectic hours, leaving the office to take care of other things that are not their job desks, handing over jobs to the others who do not have the same tasks, procrastinating and many others.

Employees' discipline plays a very important role in the implementation of their daily duties. An employee who has a high level of discipline will still work well even without being supervised by the supervisor. A disciplined employee will not do the other things that have nothing to do with the job. In addition, employees who have the discipline will obey the rules that exist in the work environment with high awareness without being forced. Therefore, disciplined employees will have a good performance compared with the lazy employees because the working time is used to carry out the work in accordance with the target. To sum up, it is difficult for the employees of the Department of Manpower and Transmigration Karawang Regency to be productive, develop and improve their performance in accordance with the motivation and the working experience in particular. Moreover, it is also difficult to create and achieve optimal organizational goals in general.

This situation will be a significant constraint and problem in providing excellent service to the community. The phenomenon mentioned above occurs due to the weak role of the leadership, lack of employees' discipline and the low working motivation. Another indication that refers to the phenomenon mentioned above can be seen from the attendance level of employees. They are relatively not maximum. To apply the above description, various rules or norms which are set by the department profoundly have important roles in creating discipline so that the employees can obey and implement the rules. Rules or norms are usually followed by punishment when there is a violation. The punishment may include oral or written reprimands, sanction, demotion and even to the dismissal. The punishment depends on the seriousness of the fault committed by the employees. It is intended so that the employees would work with discipline and would have responsibility for their work. If employees have a high level of discipline in the workplace, and there is com-

pensation, it is expected the employees are able to complete the task quickly and appropriately so that employees' motivation will increase. However, there are many gaps that are not in accordance with the idealism; there are some weaknesses indicated by employees who are less disciplined with their work.

This situation needs attention from the managerial, especially the leaders of the department, in order to prevent and to improve the quality of human resources that can be accepted by the employees. Mathis and Jackson (2002) argue that effective discipline should be directed toward the behavior rather than the employees in personal because the reason of discipline is to improve performance. Regarding the performance, Sedarmayanti (2009) argues that performance contributes to the development of organizations with high involvement by getting teams and individuals to participate in setting their goals and to provide some ways that help the organization to achieve better results.

The results of the previous research indicate that there are still employees who do not understand their main tasks and functions. Allegedly, this is one of the factors of low motivation and discipline. In addition, the main factor that affects the low motivation and discipline is leadership. Generally, the employees' performance in the Department of Manpower and Transmigration Karawang Regency is low. The work that should be completed in accordance with the plan cannot be completed. In addition, the quality of employees' work is still low, judging by the material, format, and redaction. Many employees do not feel the obligation to fill the employees' attendance list every day. Moreover, there are still employees who do not stay in their place during the working hours. This situation is exacerbated by the slow performance of employees. They delegate the jobs to each other as if they do not care about their job. It clearly affects the quality of their work. Many employees who do not understand and carry out their main duties and functions respectively. There is less conducive working climate caused by the intersection ego, lack of cooperation between sections, lack of togetherness and intimacy among employees. Moreover, there are some employees with low ability in using technology, especially computer technology.

The formulation of problems in this research are: 1) how the influence of leadership function to employees' performance in the Department of Manpower and Transmigration Karawang Regency, 2) how the influence of motivation on employees' performance in the Department of Manpower and Transmigration Karawang Regency, 3) how the influence of work discipline to employees' performance in the Department of Manpower and Transmigration Karawang Regency, 4) How much the influence of the leadership function, motivation, and work discipline to the employees' performance in the Department of Manpower and Transmigration Karawang Regency.

In accordance with the formulation of the research problem, this study aims to know, review and analyze: 1) The influence of leadership function to employees' performance in the Department of Manpower and Transmigration Karawang Regency, 2) The influence of motivation on the employees' performance in the Department of Labor and Transmigration Karawang Regency, 3) The influence of work discipline on the employees' performance in the Department of Manpower and Transmigration Karawang Regency, 4) The influence of leadership, motivation, and discipline to the employees' performance in the Department of Manpower and Transmigration Karawang Regency.

The hypotheses in this research are:

- H1: The leadership function has a significant effect on employees' performance.
- H2: Motivation has a significant effect on employees' performance.
- H3: Work Discipline has a significant effect on employees' performance.
- H4: The leadership function, work motivation, and work discipline have a significant effect on employee performance.

METHODS

This study was conducted in the Department of Manpower and Transmigration Karawang Regency. The research conducted for 6 (six) months. It started from April 2015 to October 2015. The population in this research is all employees at the

Department of Manpower and Transmigration Karawang Regency. This research was conducted on the population of 159 people. This research uses verification research method. The analytical technique used is infractional analysis technique by using path analysis. Data collection uses primary sources that directly provide data and secondary sources that do not directly provide data. Data collection techniques were conducted through interviews (interviews) and questionnaires (questionnaires).

Moreover, data processing used a measurement scale named the ordinal scale, which was obtained through the respondents' answers (Riduwan and Kuncoro, 2012). Furthermore, the questionnaire results were calculated for categorization used tabulation data. The data required in this study were primary data and secondary data. The primary data obtained from respondents' answers through a questionnaire. While the secondary data obtained by documentation or literature study.

Furthermore, this study tested the influence of variables by using validity test and reliability test. The statements in the instrument of leadership function variable consist of 16 items. The test results of these variables meet the required criteria that are > 0.300 . Then the instrument of motivation variable consists of 15 items. The test results of these variables meet the required criteria that are > 0.300 . The statements in the work discipline variable instrument consist of 15 items. The test results of these variables meet the required criteria that are > 0.300 . The statements in the instrument of performance variable consist of 18 items. The test results of these variables meet the required criteria that are > 0.300 . Thus, it can be concluded that the instrument of leadership function, motivation, discipline and employees' performance are valid.

The reliability test results of leadership function with a value of 0.878, motivation with a value of 0.831, work discipline with a value of 0.745 and performance with a value of 0.744. Reliability test results can be categorized as reliable, because of the score > 0.70 . Therefore, the research instruments used by each variable in this study can be declared reliable.

RESULT

Correlation coefficient calculation using Pearson Product Moment. It was conducted to know the relation between several independent variables. The calculation of correlation coefficient using SPSS, with the result as shown in Table 1 below; [Table 1. Intervariable Correlation Coefficient]

From the table above, it means: the relationship between leadership function variable (X1) with motivation (X2) equals to 0,522. If leadership function increase by one unit, then it will be followed by the increasing of motivation equals to 0,522 unit. The relationship between leadership function variable (X1) with work discipline (X3) gets a value

Table 1 Result of Correlation

Variables	Leadership Function	Motivation	Work Discipline
Leadership Function	1	0,522	0,277
Motivation	0,522	1	0,332
Work Discipline	0,277	0,332	1

equals to 0,227. If leadership function (X1) increases by one unit, then it will be followed by the increasing of work discipline (X3) equals to 0,227 unit. In addition, the relationship between motivation variable (X2) with work discipline variable (X3) equals to 0.332. If the motivation (X2) increases by one unit, it will be followed by the increasing of work discipline (X3) equals to 0.332 unit.

The calculation results by using SPSS 19 obtained by the path coefficient as described in the table below:

[Table 2. Results of Path Coefficients]

Table 2. illustrates the results of path calculation. The variable X1 has a path coefficient of 0.509, Variable X2 has a path coefficient of 0.318 and variable X3 has a path coefficient of 0.245. The results from the analysis of the path variables of leadership function, motivation and work discipline on employee performance, can be explained in the picture below:

[Figure 1. Results of Path Analysis]

Based on the image above, we get the following path equation:

$$Y = 0,509X_1 + 0,318X_2 + 0,245X_3 + \epsilon$$

Where :

- Y = performance
- X₁ = leadership function
- X₂ = motivation
- X₃ = work discipline

The influence of each independent variable to the dependent variable either Direct Effect or Indirect effect that the leadership function variable (X1) has a direct influence 25.88%, indirect influence through its relationship with motivation (X2) is 8.44%, indirect effect through work discipline (X3) is 2.83% and the total effect is 37.10%. The motivation variable (X2) has a direct effect 10.11%, the indirect effect on its relationship with the leadership function (X1) is 8.44%, and the indirect influence

Tabel 2 Result of Path Coefficients

Variables	Coefficients	t	Sig.	Decision
Leadership Function	0,509	9,791	0,000	Signifikan
Motivation	0,245	5,211	0,000	Signifikan
Work Discipline	0,318	5,596	0,000	Signifikan

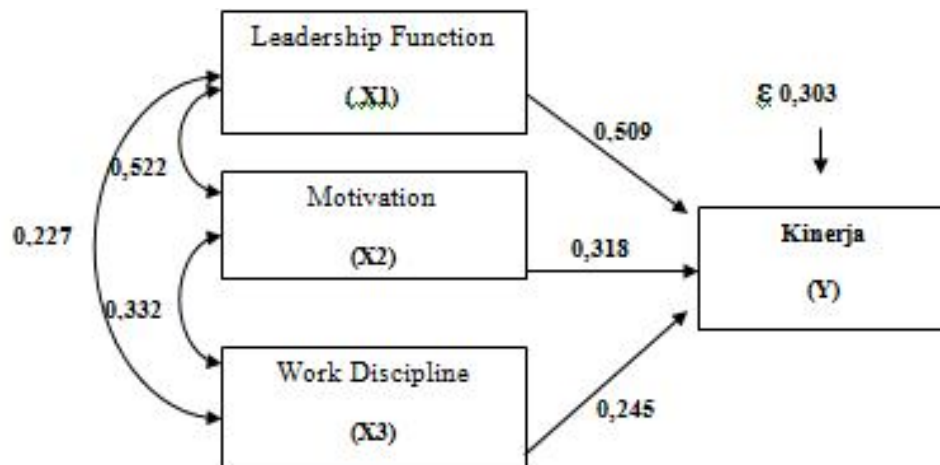


Figure 1 Result of Path Analysis

through work discipline variable (X3) is 2.59%, and the total effect is 21.10%. The work discipline variable (X3) has a direct effect 5.99%, while the indirect effect through its relationship with leadership function (X1) is 2.83%, and an indirect effect through motivation (X2) is 2.59% and its total influence is 11.40%. The calculation result of coefficient determination (R squared) which is expressed in percentage describes the contribution of all independent variables, such as leadership (X1), motivation (X2), and work discipline (X3) in determining employees' performance variation (Y). The result is 69,70%. While the other factors that are not studied and also affect the employees' performance are shown by the value $P_{y \epsilon} = 0.303$ or 30.30%.

DISCUSSION

The Influence of Leadership Function On The Employees' Performance In The Department of Manpower and Transmigration Karawang Regency

Based on the result of data processing, it can be seen that the leadership function variable gives the most dominant influence on the employees' performance with 37.15%. It means that the employees' performance is determined by the leadership function. The phenomenon in the field is in accordance with the results of the research, where the role of leadership function is fundamental in shap-

ing the employees' performance. This is seen where good or bad of employees' performance in the Department of Manpower and Transmigration Karawang Regency depends on the figure of a leader. This happens because almost 75% of a policy directly issued by the leader. Therefore, it is clear that the role of leadership function in determining employees' performance becomes the most dominant than the other two variables.

This is in accordance with the theory that states the relationship between leadership and performance proposed by Yukl (2010). It states that leaders can help improve the performance of individuals and organizations. The importance of effective leadership that is capable of driving others works as effectively as possible (Rivai, 2004). These results support research conducted by Parry and Proctor-Thomson (2002) that leadership has a significant effect on the performance of public sector employees in New Zealand. Similar research conducted by Hooijberg and Choi (2001) and Fernandez, et al. (2010).

The influence of Motivation On The Employees' Performance In the Department of Manpower and Transmigration Karawang Regency

Based on the results of data processing, motivation variable (X2) has a second great effect on employees' performance after leadership function.

The employees' motivation is generally good. They tend to have the highest achievement motivation, as seen by a number of employees who pursue the higher level of education. This result is in line with research by Andrews and Boyne (2010) which proves that leadership can motivate employees so that it improves the public sector employees' performance. Similarly, a research by Shati and Dewi (2014) proves that motivation has a significant effect on the employees' performance of West Java Tourism. This is in line with Mc Clelland's theory which states that there is a relationship between motivation and the employees' performance. It is supported by the experiences of many managers in leading the subordinates. The theory also states that the group of motivation need simultaneously becomes a powerful drive for the employees in improving work productivity. (Siagian, 2001)

The Influence of Work Discipline On The Employees' Performance In the Department of Manpower and Transmigration Karawang Regency

Based on the results of data processing, work discipline variable (X3) has the weakest effect on employees' performance. It can be concluded that the work discipline relates to the subjective aspects of a person in understanding what is happening in the organization. It has an effect on the values and norms that include all activities, which may occur unnoticed. However, the work discipline can be a significant influence on someone's behavior who will ultimately affect his or her performance. The results of this study are in line with a research conducted by Itang (2015) which proves that work discipline significantly affects the employee's performance of the Office of Religious Affairs (KUA) Lebak, Banten. Correspondingly, a research conducted by Panjaitan, et al. (2015) proves that the work discipline affects the performance of public sector employees in Medan.

Davis and Newstrom (2003) state the work discipline as the implementation of management to strengthen the guidelines that are closely related to performance. The statement is supported by the opinion of Mathis and Jackson (2002) that the work

discipline is related to employees' behavior. In addition, it has an influence on employees' performance. Based on the description above, there is a link between the work discipline with employees' performance. It means the higher the discipline of employees, the higher the results of employees' performance. Similarly, the lower the work disciplines of employees the lower the performance of the employees.

The significant influence of work discipline factor on the employees' performance is in accordance with Rivai (2004) which states that there are 3 forms of work discipline such as preventive discipline, corrective discipline, and progressive discipline. An employee respects himself and also appreciate the others through the self-discipline. For example, if an employee performs duties and authority without supervisors, the employee basically aware of the responsibilities. It means that the employee is able to perform the duties. Fundamentally, he appreciates his potential and ability. On the other hand, the application of self-discipline for the colleagues will facilitate the group activities. Especially if the group's task is related with the time dimension; a work process that is influenced by the sequence. Indiscipline in one area of work will hold off the other works.

To create the discipline, it is needed to cultivate the values of discipline. The establishment of disciplinary values can happen if supported by a conducive environment. It is a situation characterized by the consistent treatment of parents, teachers or leaders. In addition, parents, teachers, and highly disciplined leaders are the effective role models for the development of self-discipline.

The Influence of Leadership Function, Motivation and Work Discipline on the employees' performance in the Department of Manpower and Transmigration Karawang Regency

The calculation result of coefficient of determination (R-squared) which is expressed in percentage is 69,70%. It describes the contribution of all independent variables such as leadership function (X1), motivation (X2), and work discipline (X3) in determining employees' performance variation (Y). While the other factors that are not examined but

also has an influence on the performance are shown by the value $P_y^a = 0.303$ or 30.30%. From the three variables, the dominant variable is leadership. This is because the scope of work in the Department of Manpower and Transmigration Karawang Regency concerns with the administration as well as direct service to the community. This is in line with a research conducted by Soleha, et al. (2012). It proves that the motivation and work discipline have a significant effect on staffs' performance of the Secretariat of the Indonesian Broadcasting Commission of West Java Province. To provide leadership, good organizational culture and strong motivation are needed because these three variables are influential on employees' performance. From these results, it can be said that the variables that affect the performance of employees cannot run individually but must always synergize in the implementation. Therefore, they can contribute both in motivation and discipline aspect. The results of this study are in line with research conducted by Febiningtyas and Ekaningtias (2014). The study proves that leadership, motivation and work discipline significantly affect the employees' performance in Tulung Agung District. These results support the Hassan, et al. (2013) research which proves the role of leadership can improve employees' motivation and organizational commitment.

Mc. Clelland in Mangkunegara (2013), concludes there is a positive relationship between achievement motivation with the achievement of performance or work performance. This means that leaders, managers, and employees who have high achievement motivation will achieve high performance and vice versa. Those with low performance is due to low work motivation. Employees who already have intrinsic and extrinsic motivation will have more achievement when they also have great work discipline. Davis and Newstrom (2003) state the work discipline as the management's implementation to strengthen the guidelines that are closely related to performance. Similarly, Siagian (2001) states that the same perception among all members of the organization about the ultimate meaning of life and the willingness of a person to adjust his behavior with work discipline have a high relevance to his

eagerness, ability, and willingness in increasing work productivity.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The leadership function has the most dominant influence on employees' performance. Leadership function has a positive impact and greatly affects the employees' performance in the Department of Manpower and Transmigration Karawang Regency. Motivation has a positive effect on the employees' performance in the Department of Manpower and Transmigration Karawang Regency. Great work motivation gives an important role in employees' performance. It is seen from the aspect of achievement motivation and affiliation. The employees will feel satisfied if the facilities and infrastructure that support the work can be fulfilled. In addition, a positive social environment will also affect the achievement in work. Furthermore, work discipline has the weakest effect on the employees' performance in the Department of Manpower and Transmigration Karawang Regency.

The function of leadership, motivation and work discipline have a significant effect on the employees' performance in the Manpower and Transmigration Office Karawang Regency. Automatically, the employees' performance will increase when there is the rise of motivation, the role of the leadership and the development of work discipline. However, there are the other variables which affect the employees' performance in the Department of Manpower and Transmigration Karawang Regency, such as compensation, organizational culture, work environment, organizational commitment and the other factors.

Recommendations

The existing leadership function is good enough. Therefore, it needs to be supported by every element in the institution so that the role of the leadership function can be fully implemented. Moreover, it can encourage the leader to work more optimally. It will form the better employees' performance.

Cooperative attitude has a strong influence on motivation because it motivates employees to give the best performance. In addition, it gives the easier and lighter feeling because all employees share the tasks and take care of them as well as possible. The more experienced employees also share they knowledge and direct the other employees who have difficulty in completing their work. In addition, there are education and training for employees. In order to improve work discipline, the employees need the role of the leadership directly in improving discipline. The efforts are doing the job on time, coming on time, following the morning and afternoon ceremony, and avoiding going out during the work hours.

Among three independent variables, the most dominant variable is the function of leadership. If a leader is able to motivate the employees well, then the employee will do everything to achieve the goal. However, it does not mean that high effort brings high performance. Therefore, intensity and the quality of the effort are required. They also should be focused on the organizational goals. Motivation is also an important attitude. It needs proper attention in every work in an effort to improve performance. The preventive discipline should be applied as an effort to encourage employees to follow various standards and rules. Therefore, fraud can be prevented. Meanwhile, corrective discipline can be done by handling the violation of the rules seriously. When all employees strive to maintain good habits that have become a pattern in the organization, it is an effort to maintain an organizational culture in improving employees' performance. From the results, it can be said that the variables that affect the employees' performance cannot run individually. They must work in synergize to contribute in leadership, organizational leadership and motivation. These three aspects are closely related in determining the quality of performance.

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