

ANALYSIS OF THE INFLUENCE OF LEADERSHIP, COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE EFFECTIVENESS AT THE DEPARTMENT OF CULTURE AND TOURISM TAPIN DISTRICT

Rahmiati¹, Muhamamad Ramadhan², I Gede Putu Suardana³
^{1,2,3}Sekolah Tinggi Ilmu Ekonomi Pancasetia, Banjarmasin, Kalimantan Selatan

ARTICLE INFO

Keywords:

Leadership, Competence, Work Discipline, Effectiveness of Employee Performance

ABSTRACT

Human resources are a central figure in the organization. The central figure is a leader and employee. Organizations must have employees who are knowledgeable and skilled as well as efforts to manage the agency as optimally as possible so that the effectiveness of employee performance increases so that management activities run well. This study aims to determine the effect of leadership on performance effectiveness, the effect of competence on performance effectiveness, the effect of work discipline on performance effectiveness and to find out which variables are more dominant in influencing performance effectiveness. This research method is a descriptive analysis method with a quantitative approach using a Google Form-based questionnaire distribution technique with a total of 40 respondents. The data analysis method used is Multiple Linear Regression Analysis. The results showed that the Leadership Variables (X1), Competence (X2), and Work Discipline (X3) had a significant simultaneous effect on the Employee Performance Effectiveness variable (Y) at the Department of Culture and Tourism of Tapin Regency. Furthermore, the Leadership Variable (X1), and Competence (X2) have no partially significant effect, but the Work Discipline variable (X3) has a partially significant effect on The Effectiveness Of The Performance of the Tapin Regency Culture and Tourism Office. Meanwhile, the Competency Variable (X2) does not have a dominant significant effect on The Effectiveness Of The Performance of the Department of Culture and Tourism of Tapin Regency.

E-mail:

rahmiatise@gmail.com,
mr0633760@gmail.com,
isuardana979@gmail.com

Copyright © 2020 Economic Journal. All rights reserved.
is Licensed under a Creative Commons Attribution-NonCommercial 4.0
International License (CC BY-NC 4.0)

1. INTRODUCTION

Human resources are the central figures in an organization. The central figures are a leader and employees. The organization must have knowledgeable and skilled employees and efforts to manage the agency as optimally as possible so that the effectiveness of employee performance increases so that management activities run well and an organization must have leaders who can direct their employees to work effectively and efficiently. Good performance effectiveness is work that is done as optimally as possible, work that meets organizational standards and supports the achievement of organizational goals.

Humans need organizations and vice versa organizations also need humans as the driving force, without humans the organization does not function. Likewise, the psychological potential possessed by employees in carrying out their work is abstract and has no clear boundaries. HR is the science and art of regulating the relationship and role of the workforce to effectively and efficiently help realize the goals of the Agency, members, and society (Hasibuan, 2016:57).

According to Edy Sutrisno (2016:6) Human Resource Management (HRM) is: "Planning, procurement, development, maintenance, and use of human resources to achieve goals both individually and organizationally." Meanwhile, according to Kasmir (2016:25), Human Resource Management (HRM) is: "The process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare."

Analysis Of The Influence Of Leadership, Competence And Work Discipline On Employee Performance Effectiveness At The Department Of Culture And Tourism Tapin District. Rahmiati, et.al

Basically, civil servants act as the spearhead of government and development in Indonesia. In order for government and development to be carried out effectively and efficiently, the government must take constructive steps to realize highly competent, disciplined, moral and responsible leadership, with high motivation. This is what the Tapin Regency Culture and Tourism Office wants to achieve.

Increasing the effectiveness of employee performance in government agencies can be achieved in several ways, for example through *comprehensive* and firm leadership and through employee competencies (Sedarmayanti, 2013:229). Meanwhile, according to Mangkunegara (2010:133) factors that influence employee performance are ability, motivation, leadership, appreciation, organizational culture, training, work environment, work facilities, compensation and discipline. Leadership is one of the supporting factors, very necessary in an organization because leadership determines the success and characteristics of existing performance effectiveness.

Leadership is a determining factor in a company. The success or failure of a company in achieving a goal is influenced by the way a leader is. The figure of a leader in a company can be effective if the leader is able to manage his company and influence the behavior of subordinates to be willing to work together in achieving the company's goals. Leadership can be said as a way of a leader *in* directing, encouraging and managing all elements in a group or organization to achieve a desired organizational goal so as to produce maximum employee performance. By increasing employee performance means the achievement of a person's or employee's work results in realizing organizational goals.

Human activities together always require leadership. For various efforts and activities, planned and systematic efforts are needed in training and preparing new leaders. Therefore, many studies and researches have been conducted by people to study the problems of leaders and leadership which have resulted in various theories about leadership (Kartono, 2008:78).

According to Drath and Palus in Gary Yukl (2015:3), "Leadership is a process of understanding what people do together, so that they understand and want to do it." According to Umi and Hartono (2016:48) "Leadership is the ability of a person to influence others to work to achieve predetermined goals." Meanwhile, according to Vera and Wahyuddin (In Umi and Hartono, 2016:49) "Leadership is a series of efforts by leaders to influence and move their subordinates in such a way that their subordinates can work well, with high enthusiasm and have high discipline and responsibility towards their superiors."

Meanwhile, according to Sudarwan Danim (2004: 56) leadership is every action carried out by individuals or groups to coordinate and provide direction to individuals or groups that are included in a certain container to achieve previously determined goals. Martinis Yamin and Maisah (2010: 74) leadership is a process of influencing carried out by someone in managing members of their group to achieve organizational goals. Leadership is a form of strategy or theory of leadership which is certainly carried out by people we usually call leaders.

Leadership in the Culture and Tourism Office of Tapin Regency is not optimal due to several factors, both concerning the character of the individual who leads and is led and the organizational environment, such as the implementation of unhealthy competition in determining careers, innovation stagnation, tension in climbing the career ladder in stages that are full of collusion and nepotism, which greatly disrupts good leadership efforts. The basic principle of leadership consists of several main ideas based on personal motivation and attitude and has a strong influence to build itself or an organization. Principles are part of a condition, realization and consequence. Maybe the principle creates trust and runs as a compass/guide that cannot be changed. Principles are a center or main source of a life support system that is displayed with 4 dimensions such as; safety, guidance, wise attitude, and strength.

According to Henry Mintzberg, leadership indicators are: (Robbins, 2006:154)

- a. The role of interpersonal relationships, in this case the function is as an exemplary leader, team builder, coach, director, consulting mentor.
- b. Informal role function as monitor, information disseminator and spokesperson.
- c. Role of Decision Maker, functioning as entrepreneur, disturbance handler, resource allocator, and negotiator.

In addition to leadership, the competency factor also plays an important role in supporting the success and characteristics of existing performance effectiveness. Competence is an ability possessed by a person / employee in thinking and acting or doing continuously at every tasks or work that are his responsibility. According to the Decree of the Head of the State Civil Service Agency of the Republic of Indonesia Number 43 of 2001 concerning Civil Servant Competency Standards, Competency is the ability

and characteristics that must be possessed by a Civil Servant in the form of knowledge, expertise, attitude and behavior in carrying out his duties and position.

Mangkunegara (2011:113) stated that competence is a fundamental factor possessed by someone who has more ability, which makes him different from someone who has average or ordinary ability. Competence is a deep and inherent part of a person's personality and behavior that can be predicted in various situations and work tasks (Nawawi, 2015:58). Sedarmayanti (2015:126) states that competence is a fundamental characteristic possessed by a person that directly influences, or can predict the effectiveness of excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results than what policy evaluators do. Another factor to consider is behavior.

According to Wibowo (2016:271) that competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Meanwhile, according to Moh. Uzer Usman (2006:4) states that a person is called competent if he has the ability to work in a certain field from this, competence is also interpreted as something that describes a person's qualifications or abilities, both qualitatively and quantitatively. According to Spencer and Spencer *in* Wibowo (2016, p.273) competence is formed from five characteristics, namely:

a. Motive

A motive is something that a person consistently thinks about or wants that causes action. Motives drive, direct, and select behavior toward a particular action or goal.

b. Nature

Traits are physical characteristics and consistent responses to situations or information. Reaction speed and eye acuity are physical traits of a fighter pilot's competence.

c. Self Concept

Self-concept is a person's attitudes, values, or self-image. Self-confidence is people's belief that they can be effective in almost any situation is part of people's self-concept.

d. Knowledge

Knowledge is the information that people have in a specific area. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used on the job.

e. Skills

Skill is the ability to perform a specific physical or mental task. Mental competence or cognitive skills include analytical and conceptual thinking.

The main indicators of competence can be explained in more detail as follows (Siagian, 2011:143):

a. Knowledge

Knowledge is information that someone has. Knowledge is a major component of competence that is easy to obtain and easy to identify. Knowledge is information that someone has, especially in a specific field.

b. Skills

Factors that also contribute to the success of achieving organizational goals are employee skills. For employees who have good work skills, it will accelerate the achievement of organizational goals, conversely unskilled employees will slow down organizational goals. For new employees or employees with new tasks, additional skills are needed to carry out the tasks assigned to them.

c. Behavior

In addition to employee knowledge and skills, the thing that needs to be considered is the employee's work behavior attitude. If employees have characteristics that support the achievement of organizational goals, then automatically all tasks assigned to them will be carried out as well as possible.

d. Competence

Many agencies or organizations often consider experience as an accurate indicator of work-related abilities and attitudes. Experience is the sum of lessons learned by a person from events experienced in the course of life. Experience that can shape a person's competence, for example, experience gained from working and organizing.

The following factor which is no less important than the factors above is the work discipline factor. Work discipline can be said to be a condition formed through a behavioral process that shows the values of obedience, compliance, loyalty, order and discipline in the social order or organization.

Discipline is a characteristic of an employee who consciously obeys the rules and regulations of a particular organization. Discipline greatly affects employee performance, because discipline is employee training in implementing the rules that apply to their respective organizations. According to (Nitisemito, 2002:199) states that work discipline is an attitude, behavior that is done voluntarily and consciously and the condition to follow the regulations that have been set by the Government, both written and unwritten. The loss of discipline will affect work efficiency and effectiveness. job tasks. If discipline cannot be enforced, then it is likely that the goals that have been set cannot be achieved effectively and efficiently.

Discipline is also defined as a mental attitude that is reflected in the form of actions or behavior of individuals, community groups in the form of obedience to regulations and norms that apply in society (Any Isvandiari. 2017:2). Sinungan (2019:135) explains that discipline is a mental attitude of a person or group of people who always want to follow/obey all the rules that have been set. Discipline also means training that develops self-control, character or order and efficiency; compliance or obedience to government provisions and regulations or ethics, norms and rules that apply in society.

Discipline or work discipline for employees is basically always expected to be a characteristic of every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in working from leaving, while working and when returning from work and in accordance with the rules at work, usually will have good performance (Budi, Setiyawan and Waridin, 2006).

According to Mohamad Mustari, (2014: 36), discipline is related to the activeness of effort and the fulfillment of targets and the right time. Self-discipline refers to the practice that makes people willing to carry out certain tasks or carry out certain behavioral patterns, even though what actually exists is laziness. According to Arisandy (2004:28) one of the factors that influence employee work discipline is the example of the leader. The example of the leader plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates.

According to Bistak Sirait (2008: 11) the main purpose of a disciplinary attitude is to direct children so that they are able to control themselves. In addition, so that children can carry out activities in a directed manner, in accordance with applicable regulations. Effectiveness is often used to measure the success achieved by an organization in relation to planned success programs. The management of an organization is said to be successful if the targets or objectives set can be implemented and provide benefits to the organization.

In addition, effectiveness generally refers to the level of success of the results achieved, the emphasis on these results makes the concept of effectiveness different from efficiency which looks more at how the process of achieving the results achieved, although there are many similarities between the two (Gitosudarmo, 2012:89). Effectiveness is a measurement in the sense of achieving previously set goals. (Robert and Jhon, 2016:22).

Performance effectiveness will increase if someone has skills and expertise that match the demands of the job. Individual performance effectiveness can be measured from work skills, increased achievement, ability to adapt, and able to face change (Bass and Daft, 1989 in Kusdi 2009:102). Measuring organizational effectiveness is not a very simple thing, because effectiveness can be studied from various perspectives and depends on who assesses and interprets it. When viewed from a productivity perspective, a production manager provides an understanding that effectiveness means the quality and quantity (output) of goods and services (Tjiptono, 2016:46).

The level of effectiveness can also be measured by comparing the predetermined plan with the actual results that have been realized. However, if the efforts or results of the work and actions taken are not appropriate so that the goals are not achieved or the expected targets, then it is said to be ineffective (Tjiptono, 2016:78). According to (Danim. 2004:39) that the measure of effectiveness can be assessed by comparing the achievement of the goals of an activity carried out and not regarding the costs incurred to carry out the activity.

The problem in this study is whether leadership, competence and work discipline have a significant simultaneous effect on the effectiveness of employee performance at the Culture and Tourism Office of Tapin Regency, whether leadership, competence and work discipline have a significant partial effect on the effectiveness of employee performance at the Culture and Tourism Office of Tapin Regency, and which variables have a significant dominant effect between leadership, competence and work

discipline on the effectiveness of employee performance at the Culture and Tourism Office of Tapin Regency.

The purpose of this study was to determine and analyze the simultaneous influence of leadership, competence and work discipline variables on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office, to determine the partial influence of leadership, competence and work discipline variables on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office, and the dominant significant influence of leadership, competence and work discipline variables on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office.

This research is expected to contribute experience in the field of research related to the influence of leadership, competence and work discipline on the effectiveness of employee performance, can be used as reading material, increasing insight and knowledge and scientific contributions, especially in the field of human resource management and organizational behavior and can be used as input and consideration for employees so that the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office can be improved.

2. METHOD

This type of research is an analytical survey research with a *cross-sectional approach*. The population in this study was all employees at the Tapin Regency Culture and Tourism Office in 2022, totaling 45 people consisting of 26 ASN and 19 contract workers. Sampling in this study used the total sampling technique, namely the method of drawing from the entire population of 45 employees of the Tapin Regency Culture and Tourism Office consisting of 26 ASN and 19 contract workers, who happened to be there when the study took place in July 2022. The types of data in this study are Quantitative Data and Qualitative Data. Quantitative data is data that can be investigated directly, this data includes questionnaire results, data on the number of employees of the Tapin Regency Culture and Tourism Office and the presentation of results. Qualitative Data is data that shows the quality or standard of something in the form of a condition, process, event/incident, etc. which is expressed in the form of a statement (words) including the results of journals, theories, interview studies, observations and several statements from experts. The data sources used in this study are primary data and secondary data. Primary data is data obtained directly from the research object which consists of data regarding the results of the presentation, namely the results of the questionnaire. Secondary data is data obtained from research objects which is supporting data, such as history or profile, organizational structure, vision and mission and job authority.

Data collection techniques in this study include Library Research *and* Field Research. Library Research is data collection using theories obtained from reading books or literature that is related to what the researcher is discussing so that the theoretical basis needed as a foundation in discussing this problem is obtained. Field Research uses Observation (Field Review), Observation (follow-up), documentation and questionnaires distributed via *Google Form* to respondents. After the questionnaire was distributed, validity and reliability testing was carried out. Validity and reliability testing are needed as an effort to maximize the measuring instrument, so that the tendency for error can be minimized.

In order for the data to be processed using Multiple Linear Regression Analysis to avoid bias, a preliminary test was carried out, namely the Classical Assumption Test in the form of Data Normality Test, Multicollinearity Test, Heteroscedasticity Test and Autocorrelation Test. Furthermore, the data was analyzed using Multiple Linear Regression Analysis with the following formula:

$$Y' = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

Information :

Y = Dependent variable

a = Constant

b = Regression coefficient

X = Independent variable

Furthermore, to prove the hypothesis, a Hypothesis Test was carried out in the form of *Simultaneous Regression Test* (F Test) to determine the significant effect of variable X on variable Y simultaneously, and *Partial Regression Test* (t Test) to determine the effect of variable X on Y individually.

Meanwhile, to determine the dominance of variable X on variable Y, the β Test (Beta Coefficient Test) is used to determine which variable X has a dominant effect on variable Y.

3. RESULTS AND DISCUSSION

Results

The results of the questionnaire distributed to 45 respondents, only 40 respondents returned it for various reasons. Furthermore, the results of the validity and reliability test of data for each variable X and variable Y showed that all indicators in each variable of Leadership, Competence and Work Discipline as well as the Performance Effectiveness variable (Y) showed that r count $>$ r table so that all indicators in each variable were declared valid. The results of the reliability test for each indicator of the Leadership (X1), Competence (X2) and Work Discipline (X3) variables as well as the Performance Effectiveness (Y) variable have a Cronbach Alpha $>$ 0.60, meaning the instrument used is reliable. The results of the classical assumption test carried out using:

Normality Test

The results of the normality test using the Kolmogorov Smirnov Test (KS test) method at a significance level of 0.05 show that the KS Test $>$ 0.05 (0.954 $>$ 0.05) can be said that the regression model used is normally distributed.

Tabel 5.10 Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		0E-7
	Std. Deviation		2.03434742
Most Extreme Differences	Absolute		.081
	Positive		.081
	Negative		-.072
Kolmogorov-Smirnov Z			.515
Asymp. Sig. (2-tailed)			.954

a. Test distribution is Normal.
 b. Calculated from data.

Multicollinearity Test

The results of the multicollinearity test show that the VIF value is $<$ 10, with a tolerance value of $>$ 0.10, with the value of the Leadership Variable (X1) = 1.017; Competence (X2) = 1.006; and Work Discipline (X3) = 1.012, all $<$ 10 and tolerance values $>$ 0.10. It can be said that all X variables used do not show symptoms of multicollinearity.

Tabel 5.11 Hasil Uji Multikolinieritas

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
(Constant)	3.567	8.019		.445	.659			
1								
KEPEMIMPINAN	.251	.334	.103	.752	.457	.983	1.017	
KOMPETENSI	.330	.260	.174	1.273	.211	.994	1.006	
DISIPLIN KERJA	1.276	.330	.530	3.871	.000	.988	1.012	

a. Dependent Variable: EFEKTIVITAS KINERJA

Heteroscedasticity Test

The results of the heteroscedasticity test using the *Glejser Test* show that the *probability value is significant*. Leadership variables (x1) (0.388 $>$ 0.05), Competence (X2) (0.096 $>$ 0.05), and Work Discipline (0.921 $>$ 0.05), all variables show significant values $>$ 0.05, it can be said that the regression model used in this study does not show symptoms of heteroscedasticity.

Tabel 5.12 Hasil Uji Heteroskedastisitas

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	-.278	4.756			-.059	.954
1 KEPEMIMPINAN	-.173	.198	-.140		-.874	.388
KOMPETENSI	.263	.154	.272		1.708	.096
DISIPLIN KERJA	-.020	.195	-.016		-.100	.921

a. Dependent Variable: RES2

The results of the hypothesis test were carried out using:

Simultaneous Regression Test (F Test)

Simultaneous Regression Test Results (F Test) show : $F_{count} (5.975) > F_{table} (2.895)$ or $(Sig.=0.002 < 0.05)$, This means that H_0 is rejected and H_a is accepted, meaning that simultaneously (together) the factors leadership, competency factors, and work discipline factors are accepted and have a significant influence on the effectiveness of employee performance at the Culture and Tourism Office of Tapin Regency.

Tabel. 5.14 Uji Koefisien Regresi Simultan (Uji F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	80.371	3	26.790	5.975	.002 ^b
Residual	161.404	36	4.483		
Total	241.775	39			

a. Dependent Variable: EFEKTIVITAS KINERJA

b. Predictors: (Constant), DISIPLIN KERJA, KOMPETENSI, KEPEMIMPINAN

Partial Regression Test (t-Test)

The results of the partial regression test (t-test) show:

Tabel 5.15 Hasil Regresi Parsial (Uji t)

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	3.567	8.019			.445	.659
1 KEPEMIMPINAN	.251	.334	.103		.752	.457
KOMPETENSI	.330	.260	.174		1.273	.211
DISIPLIN KERJA	1.276	.330	.530		3.871	.000

b. Dependent Variable: EFEKTIVITAS KINERJA

- The influence of leadership factors on employee performance effectiveness. Based on the results of the regression analysis that $t_{count} (0.752) < t_{table} (1.68595)$ and $Sig. (0.457 > 0.05)$, it can be said that the leadership variable does not have a significant effect on the performance effectiveness variable at the Tapin Regency Culture and Tourism Office, so that hypothesis 2 which states "Leadership has a significant partial effect on Employee Performance Effectiveness" is declared **rejected**.
- The influence of competence on employee performance effectiveness. Based on the results of the regression analysis that $t_{count} (1.273) < t_{table} (1.68595)$ and $sig. 0.211 > 0.05$, it can be said that competence does not have a significant effect on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office, so that hypothesis 2 which states "Competence has a significant partial effect on the Effectiveness of Employee Performance" is declared **rejected**.

- c. The influence of work discipline factors on employee performance effectiveness. Based on the results of the regression analysis that t_{count} is **3.871** > t_{table} (nk) **1.68595** and sig. **0.00 < 0.05**, it can be said that the work discipline factor variable has a significant effect on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office, so that hypothesis 2 which states "Work Discipline has a significant partial effect on Employee Performance Effectiveness" is declared **accepted**.
- d. The dominant influence of work discipline factors on the effectiveness of employee performance. Proof of variable X which has a dominant influence on the dependent variable of Effectiveness of Employee Performance (Y) of the Tapin Regency Culture and Tourism Office can be proven by comparing the *beta loading factor value* or the calculated t value of the leadership variables (X1), competence (X2) and work discipline (X3). *loading factor value* shows **the leadership variable (X1) with a calculated t value = 0.103, competence (X2) with a calculated t value = 0.174 and work discipline (X3) with a calculated t value = 0.530**, it can be concluded that work discipline (X3) has the largest value compared to other X variables. It is concluded that the work discipline variable (X3) has a dominant influence on the Effectiveness of Employee Performance (Y) of the Tapin Regency Culture and Tourism Office so that hypothesis 3 which states "competence has a significant dominant influence on the Effectiveness of Employee Performance" is declared **rejected**.

β Test (Beta Coefficient Test)

The results of the β Test (Beta Coefficient Test) or *R Square* show a value of 0.332. The magnitude of the coefficient of determination is 0.960 or equal to 33.2%. This figure means that Employee Performance Effectiveness can be predicted by the variables of leadership (X1), competence (X2) and work discipline (X3) 33.2%, while the rest is influenced by variables that are not in this study.

Tabel 5.16 Hasil Uji β (Penguji Koefisien Beta)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.332	.277	2.117

a. Predictors: (Constant), DISIPLIN KERJA, KOMPETENSI, KEPEMIMPINAN

Discussion

The Simultaneous Significant Influence of Leadership, Competence and Work Discipline on the Effectiveness of the Performance of Employees of the Culture and Tourism Office of Tapin Regency

The results of the study show that Leadership, Competence and Work Discipline have a significant simultaneous influence on the Effectiveness of the Performance of Employees of the Culture and Tourism Office of Tapin Regency. Human resources are the central figures in an organization. The central figures are a leader and employees. The organization must have knowledgeable and skilled employees and efforts to manage the agency as optimally as possible so that the effectiveness of employee performance increases so that management activities run well and an organization must have a leader who can direct its employees to work effectively and efficiently. Good performance effectiveness is work that is carried out as optimally as possible, work that meets organizational standards and supports the achievement of organizational goals.

Leadership is the ability to convince and motivate others to work together under one's leadership as a team to achieve a certain goal (Mondy, 2016:56). Meanwhile, according to Mangkunegara (2011:113), competence is a fundamental factor possessed by someone who has greater abilities, which makes them different from someone who has average or ordinary abilities. Then work discipline according to Sinungan (2019:135) is the mental attitude of a person or group of people who always want to follow/obey all the rules that have been set. Discipline also means training that develops self-control, character or order and efficiency; compliance or obedience to government provisions and regulations or ethics, norms and rules that apply in society. This is in line with the research of Fauzan Islami Putra. 2017 entitled *The Influence of Leadership, Competence and Work Discipline on the Effectiveness of Employee Performance at the Culture and Tourism Office of Ogan Komering Ulu Regency*. The data collection technique in this study was a Questionnaire. The data analysis used was Qualitative and Quantitative analysis. The analysis technique used in this study was Multiple Linear Regression Analysis, namely: $Y = 4.243 + 0.472X_1 + 0.359X_2$ And the hypothesis test used was the F test (simultaneous) of $F_{count} 10.850 > F$

Analysis Of The Influence Of Leadership, Competence And Work Discipline On Employee Performance Effectiveness At The Department Of Culture And Tourism Tapin District. Rahmiati, et.al

table 3.170 and the t test (partial) on the leadership style variable of $t_{\text{count}} 3.723 > t_{\text{table}} 2.004$, the t test value on the competency variable of $t_{\text{count}} 2.712 > t_{\text{table}} 2.004$. The results of the study showed that there was an Influence of Leadership, Competence and Work Discipline on the Effectiveness of Employee Performance at the Culture and Tourism Office of Ogan Komering Ulu Regency.

Partial Significant Influence of Leadership, Competence and Work Discipline on the Effectiveness of the Performance of Employees of the Culture and Tourism Office of Tapin Regency

- a. The partial influence of leadership on the effectiveness of the performance of employees of the Culture and Tourism Office of Tapin Regency

Based on the results of the study, leadership does not have a significant partial effect on the Effectiveness of the Performance of Employees of the Culture and Tourism Office of Tapin Regency. The results of this study are not in line with the opinion (Mondy, 2016:56) that leadership is the ability to convince and move others to work together under his leadership as a team to achieve a certain goal. The results of this study are also not in line with Enjang Sudarman's research. 2018. The Influence of Leadership, Competence and Work Discipline on the Effectiveness of Employee Performance at the Karawang Regency Culture and Tourism Office. The design/method uses correlation and regression methods, to find the influence between the variables studied, namely: independent variables of leadership (X1) and competence (X2) on the dependent variable of employee performance effectiveness (Y). The subjects in this study were 42 civil servants from the total sample. Primary data sources were taken using questionnaires/instruments: job satisfaction variables, motivation variables, and employee performance effectiveness variables. Data analysis used inferential statistics with SPSS version: 22. The findings showed a significant simultaneous influence between Leadership, competence and work discipline on employee performance effectiveness ($F_{\text{count}} = 421.613, p < 0.000$).

- b. The partial influence of competence on the effectiveness of the performance of employees of the Culture and Tourism Office of Tapin Regency

Based on the research results, competence does not have a significant partial effect on the effectiveness of the performance of employees of the Culture and Tourism Office of Tapin Regency. The results of this study are not in line with the opinion of Sedarmayanti (2015:126) who stated that competence is a fundamental characteristic possessed by a person that directly influences, or can predict the effectiveness of excellent performance. In other words, competence is what *outstanding performers* do more often, in more situations, with better results than what policy assessors do. The results of the study do not correspond to the opinion (Bass and Daft, 1989 in Kusdi 2009:102) which states that performance effectiveness will increase if someone has skills and expertise that match the demands of the job. The effectiveness of individual performance can be measured from work skills, increased achievement, ability to adapt, and being able to face change. The results of the study also do not match the research of Sunarti, 2017. The Influence of Leadership, Competence and Training on the Performance of Employees of the Soppeng Regional Secretariat General Section. This study aims to: 1) To determine and analyze the influence of leadership on the performance of employees of the Soppeng Regional Secretariat General Section; 2) To determine and analyze the influence of competency on the performance of employees of the Soppeng Regional Secretariat General Section; 3) To determine and analyze the influence of training on the performance of employees of the Soppeng Regional Secretariat; 4) To determine and analyze the influence of leadership, competence and training simultaneously on the performance of employees of the Soppeng Regional Secretariat General Section. The study was conducted at the Soppeng Regional Secretariat General Section. The population in this study were all employees at the Soppeng Regency General Secretariat, totaling 37 employees. Given the relatively small population, the sample was determined using the census method. Data analysis in this study used multiple linear regression analysis. The results of the study showed that: 1) Leadership has a positive and significant effect on the performance of employees of the General Section of the Soppeng Regional Secretariat. 2) Competence has a positive and significant effect on the performance of employees of the General Section of the Soppeng Regional Secretariat. 3) Training has a positive and significant effect on the performance of employees of the Soppeng Regional Secretariat. 4) Leadership, competence and training simultaneously have a significant effect on the performance of employees of the Soppeng Regional Secretariat

- c. The partial influence of work discipline on the effectiveness of the performance of employees of the Culture and Tourism Service of Tapin Regency

Based on the research results, work discipline has a significant partial effect on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office. The results of the study are in line with the opinion of Setiyawan and Waridin, 2006 that discipline or work discipline for employees is basically always expected to be a characteristic of every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in working from leaving, while working and when returning from work and in accordance with the rules at work, usually will have good performance. The results of this study are in accordance with Murdlhiyanah's research. 2014. The Relationship Between Leadership, Competence and Work Discipline with the Effectiveness of Employee Performance at the Department of Culture and Tourism of Pasuruan Regency. The methodology used in this writing is to use the quantitative correlation method with multiple linear regression analysis techniques, t-test (partial) and F-test (simultaneous). The results of the multiple linear regression analysis obtained the equation $Y = 72.163 + 0.139 X_1 + 0.024 X_2$. From the results of the t-test, it shows that there is a partial influence on the effectiveness of employee performance on competence (2.838) because the calculated t value of the variable is greater than the t table (2.021). While from the F test, it shows that there is a simultaneous relationship between variables X and Y because the calculated F value (4.873) > F table (3.210). The R square value result is 0.181, which means that variable Y is influenced by variable X by only 18.1%, and the remaining 81.9% is influenced by other variables not included in this study.

The dominant significant influence between the variables of leadership, competence and work discipline on the effectiveness of the performance of employees of the Culture and Tourism Office of Tapin Regency

Based on the test results, it was found that the work discipline factor had a significant and dominant influence on the effectiveness of the performance of employees of the Tapin Regency Culture and Tourism Office. This is in line with Sinungan's opinion (2019:135) that discipline is a mental attitude of a person or group of people who always want to follow/obey all the rules that have been set. Discipline also means training that develops self-control, character or order and efficiency; compliance or obedience to government provisions and regulations or ethics, norms and rules that apply in society. Discipline or work discipline for employees is basically always expected to be a characteristic of every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in working from leaving, while working and when returning from work and in accordance with the rules at work, usually will have good performance (Setiyawan and Waridin, 2006). *Najmyah Najmyah's* research. 2018. The Influence of Leadership, Competence and Work Discipline on the Effectiveness of Employee Performance at the Maros Regency Culture and Tourism Office. The results of the study indicate that the variables of competence, motivation, and discipline have a positive and significant effect on the effectiveness of employee performance at the Maros Regency Culture and Tourism Office.

4. CONCLUSION

Based on the processing and analysis of data in this study, the following conclusions can be drawn: The Leadership (X1) and Competence (X2) variables have a significant simultaneous influence on the Employee Performance Effectiveness (Y) variable of the Tapin Regency Culture and Tourism Office. The Leadership (X1) and Competence (X2) variables do not have a significant partial effect on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office, while Work Discipline (X3) has a significant partial effect on the effectiveness of employee performance at the Tapin Regency Culture and Tourism Office. The Competency variable (X2) does not have a significant dominant influence on the effectiveness of the performance of employees of the Tapin Regency Culture and Tourism Service.

REFERENCES

Any Isvandiari. (2017). Pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan PG. Meritjan, Kediri, 2012. *Jurnal JIBEKA*, 11(1), 1-15.

Analysis Of The Influence Of Leadership, Competence And Work Discipline On Employee Performance Effectiveness At The Department Of Culture And Tourism Tapin District. Rahmiati, et.al

- Arisandy, D. (2004). Hubungan antara persepsi karyawan terhadap disiplin kerja karyawan bagian produksi pabrik keramik "Ken Lila Production" di Jakarta. *Jurnal Psikologi Fakultas Psikologi Universitas Bina Darma Palembang*, 1(2), 30–50.
- Bistak, S. (2008). Pengaruh disiplin belajar, lingkungan keluarga, sekolah terhadap prestasi belajar siswa. Retrieved from <http://oreniffmilano.wordpress.com>
- Budi, S., & Waridin. (2006). Pengaruh disiplin kerja karyawan dan budaya organisasi terhadap kinerja di Divisi Radiologi RSUP Dokter Kariadi. *JRBI*, 2(2), 181–198.
- Danim, S. (2004). *Motivasi kepemimpinan & efektivitas kelompok*. Jakarta: PT Rineka Cipta.
- Edy, S. (2016). *Manajemen sumber daya manusia*. Jakarta: Kencana Prenada Media Group.
- Gary, Y. (2015). *Kepemimpinan dalam organisasi* (Edisi 7). Jakarta: Indeks.
- Gitosudarmo, I. (2012). *Manajemen pemasaran* (Ed. 2, Cet. 2). Yogyakarta: BPFE.
- Kartono, K. (2008). *Pemimpin dan kepemimpinan*. Jakarta: PT Raja Grafindo Persada.
- Kusdi. (2009). *Teori organisasi dan administrasi*. Jakarta: Salemba Humanika.
- Mangkunegara, A. P. (2010). *Evaluasi kinerja SDM*. Bandung: Refika Aditama.
- Mangkunegara, A. P. (2011). *Evaluasi kinerja sumber daya manusia*. Bandung: Refika Aditama.
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya.
- Manullang. (2014). *Dasar-dasar manajemen*. Jakarta: Ghalia Indonesia.
- Martinis, Y., & Maisah. (2010). *Standarisasi kinerja guru*. Jakarta: GP Press.
- Moh. Uzer Usman. (2006). *Menjadi guru profesional*. Bandung: PT Mancana Jaya Cemerlang.
- Mustari, M. (2014). *Nilai karakter: Refleksi untuk pendidikan*. Jakarta: PT RajaGrafindo Persada.
- Nawawi, H. (2015). *Manajemen sumber daya manusia: Untuk bisnis yang kompetitif*. Yogyakarta: Gadjah Mada University Press.
- Nitisemito. (2002). *Manajemen personalia* (Cet. 9, Ed. 4). Jakarta: Ghalia Indonesia.
- Robert, L., & Jackson, J. H. (2016). *Manajemen sumber daya manusia* (Buku 1, alih bahasa J. Sadeli & B. Prawira Hie). Jakarta: Salemba.
- Sedarmayanti. (2013). *Manajemen sumber daya manusia*. Bandung: Refika Aditama.
- Sedarmayanti. (2015). *Manajemen sumber daya manusia, reformasi birokrasi, dan manajemen pegawai negeri sipil* (Cet. 5). Bandung: Refika Aditama.
- Sinungan, M. (2013). *Produktivitas: Apa dan bagaimana* (Cet. 9). Jakarta: Bumi Aksara.
- Tjiptono, F., & Anastasia, D. (2016). *Pemasaran esensi dan aplikasi*. Yogyakarta: Andi Offset.
- Umi, & Hartono. (2016). *Manajemen sumber daya manusia II*. Ponorogo: Umpo Ponorogo Press.
- Wibowo. (2016). *Manajemen kinerja* (Ed. 5). Jakarta: PT RajaGrafindo Persada.