



Analysis of Government Employee Performance in Keerom Regency, Papua, Indonesia

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ABSTRACT

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This study aims to find out and obtain a clear picture of how much influence leadership, motivation, and work discipline have on employee performance in public sector organization. the study was conducted in Keerom Regency, Papua province, Indonesia. The type of data used is qualitative data and quantitative data. Data collection techniques used were field studies and literature studies. The research was conducted using descriptive quantitative data analysis techniques consisting of research instrument tests, standard assumption tests, and multiple regression analysis. The results showed that the only leadership influence the employee performance. Two other variables, motivation and discipline of work do not prove significantly influence on government employee performance in Keerom Regency Office of Industry, Trade and Cooperatives.

INTRODUCTION

Human resources (HR) is a significant factor in an organization. In achieving its objectives, an organization requires human resources as a system manager. For this system to work, of course, its management must pay attention to several important aspects such as leadership, motivation, work environment, performance and other aspects. Human resource management an essential indicator of achieving organizational goals effectively and efficiently. Quality human resources (HR) are human resources that have high competence and skills that can advance the company.

Improved employee performance will bring progress for the company to be able to survive in an unstable business environment competition. Therefore efforts to improve employee performance are the most severe management challenges because success in achieving goals and survival of the company depends on the quality of the performance of the human resources that are in it. In the Keerom Regency Industry, Trade and Cooperatives Office, several factors affect employee performance. Factors that influence employee performance at the Department of Industry, Trade and Cooperatives of Keerom Regency are personal or individual factors such as motivation and work discipline, leadership factors, team factors, system factors, and contextual factors.

Formulation of the problem: (1). Does partial leadership affect the performance of employees at the Keerom Regency Industry, Trade and Cooperatives Office?; (2). Does motivation partially affect the performance of employees at the Department of Industry, Trade, and Cooperatives of Keerom Regency?; (3) Does partial discipline affect the performance of employees at the Keerom Regency Industry, Trade and Cooperatives Office?; (4). Which factors among leadership, motivation, and work discipline were more dominant in influencing the performance of employees at the Keerom Regency Industry, Trade and Cooperatives Office?).

LITERATURE REVIEW

Isyandi (2004), defines some opinions that leadership is inherent to the leader . Therefore the leadership was then attributed to nature (traits), (personality), all of which it refers to specific characteristics. Effective leaders must face individual, group and organizational goals.

Individuals can view leaders effectively or not based on satisfaction obtained and overall work experience. Sarros and Butchatsky (2007) in Daryanto (2007), defines leadership as a behaviour with a specific purpose to influence the activities of group members in order to achieve common goals that are designed to benefit individuals and organizations.

According to Hilgard, quoted by Wina Sanjaya (2006: 29), namely, Motivation is a condition contained in a person that causes someone to do certain activities to achieve specific goals. So work motivation is an encouragement that can cause someone to do activities or work to achieve goals. According to Sardiman (2011: 73), Motivation originates from the word motive, which means the driving force within a person to carry out certain activities in order to achieve a goal.

Discipline is a management action to encourage members of the organization to meet the demands of various requirements Siagian (2012: 305). In a company discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behaviour of employees so that these employees voluntarily try to work cooperatively with other employees by increasing work performance. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behaviour and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2004).

Performance is a real behaviour that is displayed every person as a work achievement generated by employees following their role in the company (Veithzal: 2004). Sedarmayanti (2007) states that performance is a system used to assess and know whether an employee has carried out his work as a whole, or is a combination of work results (what one must achieve) and competence (how someone achieves it). Furthermore, Mangkunegara (2006) states that the performance of Human Resources is a term from the word Job Performance or Actual Performance is the work results in quality and quantity achieved by an employee in carrying out their duties following the responsibilities given to him. According to Robertson in Mahsun (2006) states that performance measurement is a process of evaluating work progress against predetermined goals and objectives including information on the efficient use of resources in producing

goods/services, quality of goods/services, results of activities compared to the intended intent.

Research by Mohammad Fajar Purnomo (2016) with the title Effect of Leadership, Motivation, and Work Discipline on Employee Performance of PDAM Semarang. The results showed that the results of this study leadership are the variable that provides the most significant influence on employee performance. The leadership trigger factor able to communicate with employees and can create a conducive atmosphere, in completing work with a comfortable atmosphere at the company so that employees are encouraged to have excellent performance. With high leadership in performing the performance, the employee will work optimally and will improve the performance results. Dira Agustina (2017) Faculty of Economics, Muria Kudus University with the title Effect of Leadership, Motivation, and Work Discipline on Employee Performance at CV. Tjahyono Abadi. The results showed that leadership had a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Leadership, motivation, and work discipline together have a positive and significant effect on employee performance.

Hypothesis

1. It suspected that leadership partially has a significant effect on employee performance at the Keerom Regency Office of Industry, Trade and Cooperatives.
2. It suspected that motivation partially has a significant effect on employee performance at the Keerom Regency Office of Industry, Trade and Cooperatives.
3. It suspected that work discipline partially has a significant effect on employee performance at the Keerom Regency Office of Industry, Trade and Cooperatives.
4. It suspected that leadership is the most dominant factor that significantly influences employee performance in the Office of Industry, Trade and Cooperatives of Keerom Regency.

METHOD

This is an explanatory research. This research seeks to explain the relationship between variables and their influence with hypothesis testing. The

approach of this research is quantitative research with a survey research model using questionnaire instruments.

The regulations in this study are all employees at the Office of Industry, Trade, and Cooperatives of the Keerom Regency with a total of 36 respondents and the sample selection for this study was carried out with a saturated sample technique that is the entire population used as a sample given the small number of samples to be examined so that it is accessible to reachable. The sample of this study were all employees at the Office of Industry, Trade and Cooperatives of the Keerom Regency, amounting to 36 respondents.

Operational Definition

1. Leadership is the ability of leaders in the Keerom Regency Office of Industry, Trade and Cooperatives in directing, influencing, encouraging and controlling their staff or subordinates to be able to do any work based on their awareness and voluntary in achieving specific goals. The indicators are as follows:
 - How to communicate
 - Providing motivation
 - Leadership ability
 - Decision-making
 - Positive power
2. Motivation is the willingness of employees to make high-level efforts to achieve organizational goals that are conditioned by the ability of the business to satisfy the needs of these employees. As for what motivates employees to work at the Office of Industry, Trade and Cooperatives of Keerom Regency, they are incentive material, semi-material incentive, and non-material incentive. The indicators are as follows:
 - Personal life
 - Salary
 - Working conditions
 - Job security
 - Relationships with friends and superiors
 - Policy and administration agencies
3. Work Discipline is an attitude, behaviour and conduct of employees at the Keerom Regency Industry, Trade and Cooperatives Office by regulations both written and unwritten, and if there is a violation, there will be sanctions for violations. The indicators are as follows:
 - Purpose and ability
 - Exemplary leader

- Reply suit
- Justice
- Penalty sanctions
- Firmness
- Humanitarian relations

4. Employee Performance is the work of employees at the Keerom Regency Office of Industry, Trade and Cooperatives in the quality and quantity achieved in carrying out their duties following the responsibilities given to them. The indicators are as follows:

- Work quantity
- Work quality
- Knowledge of work
- Income or statement submitted
- Planning activities

RESULT AND DISCUSSION

Validity test

Leadership Variable (X₁).

Based on the table, it shows that the results of testing the validity of the leadership variable (X₁) can be said to be valid because the value of r_{count} is more significant than r_{table} (0, 27).

Table 1. Results of Leadership Variable Validity (X₁)

X ₁	r-arithmetic	r-table	Result
X _{1.1}	0,679	0,27	Valid
X _{1.2}	0,795	0,27	Valid
X _{1.3}	0,800	0,27	Valid
X _{1.4}	0,901	0,27	Valid
X _{1.5}	0,873	0,27	Valid

Motivation Variable (X₂).

Based on the table, it shows that the results of testing the validity of the motivation variable (X₂) can be said to be valid because the value of r_{count} is greater than r_{table} (0, 27).

Table 2. Results of Motivation Variable Validity (X₂)

X ₁	r-arithmetic	r-table	Result
X _{2.1}	0,889	0,27	Valid
X _{2.2}	0,873	0,27	Valid
X _{2.3}	0,847	0,27	Valid
X _{2.4}	0,909	0,27	Valid
X _{2.5}	0,848	0,27	Valid

Work Discipline Variable (X₃).

Based on the table, it shows that the validity test results for the Work Discipline variable (X₃) can be said to be valid because the value of r_{count} is greater than r_{table} (0, 27).

Table 3. Result of Variable Work Validity (X₃)

X ₁	r-arithmetic	r-table	Result
X _{3.1}	0,914	0,27	Valid
X _{3.2}	0,880	0,27	Valid
X _{3.3}	0,914	0,27	Valid
X _{3.4}	0,837	0,27	Valid
X _{3.5}	0,849	0,27	Valid

Employee Performance Variable (Y).

Based on the table, it shows that the validity test results for the Employee Performance variable (Y) can be said to be valid because the value of r_{count} is greater than r_{table} (0, 27).

Table 4. Results of Variable Validity of Employee Performance (Y)

Y	r-arithmetic	r-table	Result
Y.1	0,869	0,27	Valid
Y.2	0,904	0,27	Valid
Y.3	0,897	0,27	Valid
Y.4	0,945	0,27	Valid
Y.5	0,904	0,27	Valid

Reliability Test

Table 5. Reliability Test Results

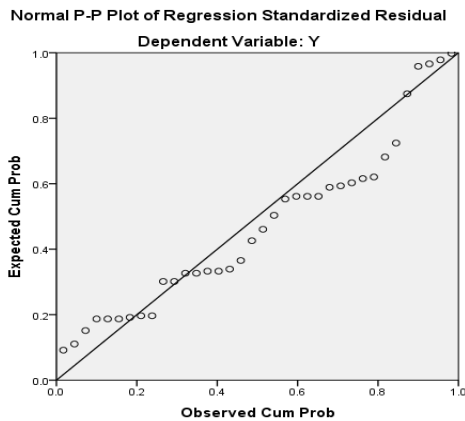
Variable	Alpha Coefficient	Result
Leadership (X ₁)	0,809	Reliable
Motivation (X ₂)	0,821	Reliable
Discipline of Work(X ₃)	0,822	Reliable
Employee Performance(Y)	0,826	Reliable

All the variables in this study turned out to have a correlation coefficient of data above 0.60 so that all of the research data can be said to be reliable, which means that this data is feasible to continue in the next stage of data processing.

Classic assumption test

Normality

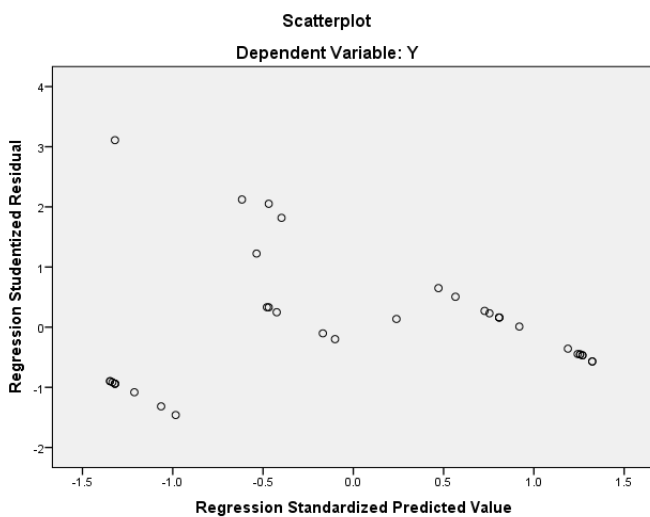
Normality Test Results



Based on the normal *probability plot* above, the data of this study can be said to have met the norms of normality because it appears that the data spreads following a diagonal line, spreads randomly, and does not form specific patterns.

Heteroskedasticity Test

Heteroskedasticity Testing Results



Based on the picture above shows that the research data is heteroscedasticity free because the data points spread above and below the number 0 on the Y-axis.

Multicollinearity

Multicollinearity Testing Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership (X ₁)	0,772	1,295
Motivation (X ₂)	0,633	1,579
Discipline of Work(X ₃)	0,791	1,264

Based on the table above, the multicollinearity test results show that the *tolerance* value is close to 1 and the *VIP* value is below 10, which means there is no multicollinearity between the independent variables in this study.

Multiple Regression Analysis

The multiple regression analysis conducted with the help of the SPSS (*Statistical Product and Service Solutions*) program, the regression equation obtained as follows:

$$Y = 3,547 + 0,766 X_1 + 0,138 X_2 - 0,23 X_3 + e$$

The constant value of 3,547 shows that if the leadership variable (X₁), motivation (X₂), and work discipline (X₃) are in a constant or constant condition, then employee performance (Y) is 3,547 units, which means that without the independent variable, namely leadership (X₁), motivation (X₂), and work discipline (X₃), then employee performance (Y) will remain at 3.547 .

Hypothesis testing

T-test

Effect of leadership (X₁) on employee performance (Y).

N use-values t_{count} for the variable leadership (X₁) is 6.210 and the value of t_{table} 1.693. Because the value of $t_{count} > t_{table}$ is $6.210 > 1,693$ and has a significant level of $0.000 < 0.05$, then Ho is rejected, and Hi is accepted. It concluded that leadership (X₁) has a partially significant effect on employee performance in the Department of Industry, Trade and Cooperatives of Keerom Regency.

Effect of motivation (X_2) on employee performance (Y).

N use-values t_{count} for the variable motivation (X_2) is 1.081 and the value of t_{table} 1, 693. Because the value of $t_{count} < t_{table}$ is $1.081 < 1.693$ and has a level of significant amounted to $0.288 > 0.05$, then H_0 accepted and H_1 rejected. It concluded that motivation (X_2) does not have a significant influence partially on employee performance at the Department of Industry, Trade, and Cooperatives of Keerom Regency.

The effect of work discipline (X_3) on employee performance (Y).

N use values of $t_{arithmetic}$ to work discipline variable (X_3) is -0.206, and the value of t_{table} 1, 693. Because the value of $t_{count} < t_{table}$ is $0.104 > 1, 729$ and has a significant level of $0.838 > 0.05$, then H_0 is accepted, and H_1 rejected. It concluded that the discipline of work (X_3) does not have significant influence partially on the performance of employees at the Department of Industry, Trade and Cooperatives Keerom.

Based on the results of the t-test on the three variables, it concluded that the leadership variable which is more dominant influences the performance of employees at the Department of Industry, Trade, and Cooperatives of Keerom Regency. This finding was seen from the $t_{calculated}$ value that is greater than the $t_{calculated}$ value of the other variables that is equal to 3,531.

F test

The results of the $F_{calculated}$ value.

The result shows that the value of $F_{arithmetic}$ amounted to 4.882 with significance level of 0.011 Furthermore, for the total sample of 36 samples and 3 independent variables studied, it can be known that the value of F_{table} is equal to 2, 90 Because the value of $F_{arithmetic} > F_{table}$ is $20,019 > 2, 90$ and has a significant level of 0,000 which is smaller than 0.05. H_0 rejected and H_1 accepted. Thus it can be concluded that leadership (X_1), motivation (X_2), and work discipline (X_3) simultaneously or jointly affect the performance of employees (Y) at the Department of Industry, Trade, and Cooperatives of Keerom Regency.

DISCUSSION

Leadership Influence on Employee Performance at the Keerom Regency Industry, Trade and Cooperatives Office

Leadership is a behaviour with a specific purpose to affect the activity of the group members in order to achieve a common goal which is designed to provide benefits to individuals and organizations. Based on the results of research and data processing conducted at the Department of Industry, Trade, and Cooperatives of Keerom Regency related to leadership shows that the average value of respondents' answers about the statement of leadership variable (X_1) is equal to 4.5 0. This finding shows that respondents relatively agree with all statements about the leadership variable (X_1). Besides, the results obtained that leadership (X_1) partially has a significant influence on employee performance at the Department of Industry, Trade, and Cooperatives of Keerom Regency. This finding was seen from the $t_{calculated}$ value (6.210), which is higher than the t_{table} value (1, 693). This study is in line with previous research conducted by Sari (2014) with the results of the study showing that leadership partially has a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance in the Department of Industry, Trade and Cooperatives of Keerom Regency

Motivation is a desire or will that causes someone to do something. His desire to achieve several goals mainly to determine a person's behaviour. Desire is another term that is motivation. Based on the results of research and data processing that has shown that the average value of respondents' answers about the statement of motivational variables (X_2) is 4.58. This finding shows that the respondent relatively agreed with all statements about the motivational variable (X_2). Also, the results obtained that motivation (X_2) partially did not have a significant effect on employee performance at the Department of Industry, Trade and Cooperatives of Keerom Regency. This finding was seen from the $t_{calculated}$ value (1.081), which is smaller than the t_{table} value (1, 693). This study is not in line with previous studies conducted by Dira Agustina (2017) with the results of the study showing that motivation partially has a significant effect on employee performance. Nevertheless, in line with previous research conducted by Sari

(2014), with the results of the study, showed that motivation partially did not have a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance at the Keerom Regency Industry, Trade and Cooperatives Office.

Discipline is a management action to encourage members of an organization to meet the requirements of the various provisions. In a company, a discipline is a form. Based on the results of research and data processing that shows that the average value of respondents' answers about the statement of work discipline variables (X_3) is 4.52. This shows that the respondents relatively agree with all statements about the work discipline variables (X_3). Also, the results obtained work discipline (X_3) partially does not have a significant impact on the performance of employees at the Department of Industry, Trade and Cooperatives Keerom. This finding was seen from the calculated t value (-0.206), which is smaller than the t_{table} value (1,693). This study is not in line with previous studies conducted by Windy Gusti Wardani (2015) with the results of the study showing that work discipline partially has a positive and significant effect on employee performance.

Performance is a system used to assess and determine whether an employee was carrying out his work as a whole, or a blend of the work (what achieved person) and competence (how does one achieve it). Based on the results of research and data processing conducted on the influence of leadership, motivation, and work discipline together (simultaneously) on the performance of employees at the Department of Industry, Trade, and Cooperatives Keerom District obtained results that show that leadership (X_1), motivation (X_2), and work discipline (X_3) simultaneously or jointly affect the performance of employees (Y) at the Department of Industry, Trade and Cooperatives of Keerom Regency. It seen from the value of F_{count} that 20.019 is higher than the value of F_{table} is 2,90 and has a significant level of 0.00 smaller than 0.05. In line with previous research conducted by Mohammad Fajar Purnomo (2016), which shows the results that leadership, motivation, and work discipline together (simultaneously) influence employee performance.

The more dominant factor has a significant effect on employee performance at the Department of Industry, Trade and Cooperatives of Keerom Regency.

Leadership, Motivation, and employee work discipline are factors that influence employee performance improvement at the Keerom Regency Industry, Trade and Cooperatives Office. Based on the results of research and data processing is done, the obtained results show that the variables of leadership are a most dominant significant effect on the performance of employees at the Department of Industry, Trade and Cooperatives Keerom. The value of $t_{arithmetic}$ variable leadership is 6.210 greater than the value of t_{count} motivation variable (1.081) and the value of $t_{arithmetic}$ variable labour discipline (.838).

CONCLUSION

Based on the discussion of research results, the conclusions that conveyed through this study are as follows, only leadership influence the employee performance. Two other variables, motivation and discipline of work do not prove significantly influence on government employee performance.

Suggestions that given through the results of this study are as follows:

1. Considering that leadership has a profound influence on the performance of employees at the Keerom Regency Industry, Trade and Cooperatives Office. It expected that leaders at the Keerom Regency Industry, Trade and Cooperative Office would pay more attention to their employees by giving direction and coaching to each of their employees.
2. Considering that motivation and work discipline are factors that do not significantly influence employee performance at the Department of Industry, Trade and Cooperatives of Keerom Regency, it expected that leaders would improve their motivation to their staff. In addition, the leadership must be more assertive in applying the rules that apply so that it can improve employee work discipline at the Department of Industry, Trade, and Cooperatives of Keerom Regency.

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