

Effect of Leadership, Work Motivation and Local Culture on Work Discipline and Employee Performance Wajo District Regency Office

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Abstract:- This study is useful in knowing and analyzing the influence of leadership, motivation, and local culture on work discipline in the Wajo District Regent's office, to find out and identify the influence of leadership, motivation, local culture and discipline on employee performance at the Wajo District Regent's office and to know and analyze leadership, motivation, work discipline on employee performance through work discipline at the Wajo District Regent's office. This research was conducted at the Wajo District Regent's office, the study population was 126 civil servants in the Wajo District Regent's office and a sample of 126 respondents. Data is analyzed using the Structural Equation Model.

The conclusion of the study explained that Leadership had a positive and significant effect on employee work discipline at the Wajo District Regent's office, Work Motivation had a positive and significant effect on employee work discipline at the Wajo District Regent's office, Local culture had a positive and insignificant effect on employee work discipline at the District Regent office Wajo, Leadership has a positive and significant effect on employee performance at the Wajo District Regent's office. Work motivation has a positive and insignificant effect on employee performance at the Wajo District Regent's office, Local Culture has a positive and significant effect on employee performance at the Wajo District Regent office, influential Work Discipline positive and significant effect on the performance of employees at the Wajo District Head's office, Leadership has a positive and significant effect on employee performance through work discipline in the Wajo District Regent's office, Motivation has a significant effect on the performance of employees through work discipline in the office of the Regent of Wajo District and Local Culture had a significant effect on performance through work discipline in the office of the Regent of Wajo District.

Keywords:- Leadership, Work Motivation, Local Culture, Work Discipline and Performance Employee.

I. INTRODUCTION

➤ Background

Government with good, clean and authoritative governance is an important requirement for every government to realize the aspirations of the people in achieving the goals and aspirations of the nation and the State. So that it is necessary to develop and implement an appropriate, clear and legitimate system of accountability so that governance and development can take place in an efficient, effective, clean and responsible manner and free from corruption, collusion and nepotism.

Preparation of Government Agency Performance Accountability Reports (LAKIP) is mandated by Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies and Presidential Instruction Report on Performance of BKPSDM in Wajo Regency 2017 2 Number 5 of 2004 concerning the Acceleration of Corruption Eradication. The LAKIP preparation process is carried out at the beginning of each subsequent fiscal year with the aim of providing performance information that is measured to the credentials of the performance that has been and should be achieved and is an ongoing effort to improve every government agency to improve its performance, through the achievement of predetermined performance targets in the performance agreement document. LAKIP is an annual performance report document that contains the performance accountability of government agencies in achieving strategic goals / objectives.

This shows that without being supported by good quality of employees in carrying out their duties, organizational success is not achieved. Employee contributions to an organization will determine the organization's progress or withdrawal. Employee contributions to the organization will be important, if done with effective actions and behaving correctly. Not only the amount of effort but also the direction of the business. The characteristics that exist in employees, efforts or willingness to work, as well as various things that are support from the organization are very significant for the success of employee performance (Suhardi Sigit, 2001).

Thus, every employee needs to know exactly what is his main responsibility, what kind of performance he has to achieve and can measure himself according to the indicators of his success. Many things that concern the management in order to encourage employee performance include the organizational culture, leadership style and job satisfaction for employees. One of the main foundations in implementing performance management is performance measurement in order to guarantee an increase in public services and increase accountability by clarifying outputs and outcomes that will and should be achieved to facilitate the realization of an accountable organization.

No	Indicator	2015	2016	2017
1	Violation of Absence of Employees	56	60	64
2	Employee Disputes	6	5	7
Total		62	65	71 cases

Table 1:- Discipline of the Wajo District State Civil Apparatus Year 2015-2017

Source: Office Agency Performance Report of Wajo District Regent.

BKPSDM in Wajo District continues to strive to reduce violations of employee discipline through socialization so that up to 2017 there are 17 SKPDs involving disciplinary violations from 53 SKPDs in Wajo District. Discipline cases in 2017 were 71 cases, consisting of disciplinary violations of the absence of 64 cases and 7 civil servants disputes. Discipline violations due to civil servant disputes as a whole have been dealt with starting from the issuance of Decree on Dismissal Not with Respect or Decree on Temporary Dismissal for civil servants who have been proven to carry out disciplinary actions.

This year's ASN discipline level has decreased from 2016 by 8.83% due to one of the measurement criteria in the form of civil servant discipline in submitting LHKPN, LHKASN and LP2P not reaching the target. The realization of these criteria only reached 57.25% of the target day which was set at 63%. Of the 6,671 civil servants required by LHKPN, LHKASN and LP2P, only 3,819 people completed their reports.

Factors that affect the achievement of the target criteria are the use of online applications in charging LHKPN, LHKASN and LP2P which began in 2017. Even though in 2016, the filling of LHKPN, LHKASN and LP2P was still done manually. The transition of regulations in terms of filling out the report is not in line with the ability of some civil servants to report in using online applications. Another factor is the low self awareness of each civil servant must report in carrying out obligations.

According to Hasibuan (2007), is the way a person leads influences the behavior of his subordinates to be willing to work together and work productively to achieve organizational goals. Leadership style (leadership styles) is a way of leadership to influence other people or subordinates so that the person wants to do the will of the leader to achieve organizational goals even though personally this may not be liked (Luthans, 2002 in Trinaningsih, 2007).

Bugis ethnicity is one of the four major ethnic groups in South Sulawesi. In essence the culture and outlook of the Bugis people are generally the same and harmonious with the culture and outlook of the people of Makassar. Therefore discussing Bugis culture is difficult to be released with a discussion about Makassar culture. This is in line with Abdullah's (1985) view which says that in the family system or in the kinship of the lives of Bugis and Makassar humans, it can be said that there are almost no differences.

Work discipline is also one of the factors that influence performance. According to Sutrisno (2010) work discipline on employees is needed, because what is the goal of the company will be difficult to achieve if there is no work discipline. Arifin and A. Fauzi (2007) state that discipline is the desire and awareness to comply with company regulations and prevailing social norms.

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2010: 60). According to Wibowo (2010: 9) performance is a management style in managing performance-oriented resources that carry out communication processes openly and sustainably by creating a shared vision and a strategic and integrated approach as the driving force to achieve organizational goals.

Based on the description above, it shows how important the role of work discipline factors and work motivation is in improving employee performance. This can be seen from the phenomenon of the existence of employees who do not work during working hours or take advantage of work time to do other things outside their work. In addition, judging from the work motivation of employees, it appears that the work motivation of employees is still low. This can be seen from the low enthusiasm of employees to complete the work in accordance with the set targets. This results in the low performance that employees have seen from the frequent delays in completing work. Until encouraging the author to examine how much influence the work discipline and work motivation on employee performance in the Wajo Regency Regional Secretariat Environment.

II. LITERATURE REVIEW

➤ *Human Resource Management*

According to Nirwan (2004: 169) that human resource management is not separated from the understanding of organizations and individual human resources as workers who play an important role in the management of human resource organizations.

Whereas According to Mangkunegara (2003: 37) that human resource management is defined as a process to determine the quality needs of human resources in the face of increasingly developing and competitive work dynamics, which must be organized in a plan of human resource organizations.

➤ *Leadership*

Edwin P. Hollander (1984) in his book entitled leadership dynamics. Leadership is a social exchange between leaders and followers. If leadership is effective he gives something to get something. David A. Nadler and Michael L. Tushman (1995) define Charismatic Leadership as a special quality of leadership action and followers' perceptions of the personal qualities of leaders possessed by leaders who enable them to mobilize and lead activities continuously. Robbins (2003: 314) provides a definition of leadership as the ability to influence a group towards achieving goals. The sources of influence may be formal, such as those given to managerial positions in the organization.

➤ *Work Motivation*

The term motivation comes from other words, namely *movere* which means moving (to move). Motivation is often also abbreviated as "motive" which means power in a person who encourages him to do something, or a situation that causes someone to do activities. Syaodih (1980: 6) suggests the notion that a motive is a force that encourages or moves an individual to act towards goals and motivation is a condition that is created so as to arouse or enlarge a motive on someone. So without the motivation of the employees to work together for the interests of the company, then the set goals will not be achieved. Conversely, if there is high motivation from the employees, then this is a guarantee of the company's success in achieving its goals.

➤ *Local Culture*

Koentjaraningrat (1987) defines culture as a whole of thoughts, works, and human results that are not rooted in their instincts, and can only be triggered by humans after the learning process. One classic definition of culture is as follows: "culture is a set of behavioral patterns that are socially symbolically transmitted through language and other ways on members of a particular society (Wallendorf & Reilly in Mowen, 1995). On the other hand culture according to (Tyler in Mowen, 1995) is "a complex whole which includes knowledge, beliefs, art,

law, morals, customs, and any other capabilities and habits of acquired as a member of society." There is also a definition that states that culture is a whole pattern human behavior and the products it produces that bring thought patterns, oral patterns, action patterns, and artifacts, and are very dependent on one's ability to learn, to convey knowledge to the next generation through a variety of tools, languages, and patterns of reasoning. culture is a comprehensive whole entity, that culture has various aspects and manifestations, and that culture is understood through a learning process (Keyong, 2010)

➤ *Work Discipline*

According to Sutrisno (2010) work discipline on employees is needed, because what is the goal of the company will be difficult to achieve if there is no work discipline.

According to Pridjominto (1993) suggesting discipline is a condition that is created and formed through a process of a series of behaviors that show the value of obedience, order and order. Arifin and A. Fauzi (2007) state that discipline is the desire and awareness to comply with company regulations and prevailing social norms. Work discipline also has aspects that affect the decline in employee performance. Work discipline is management action to enforce organizational standards (Davis and Newstrom, 1985).

According to Hariandja (2002: 31) there are several approaches used to improve employee work discipline, namely: Preventive discipline, Corrective discipline and progressive discipline.

➤ *Employee Performance*

According to Mangkunegara (2006), HR performance is work performance or actual achievement achieved by someone. According to Wibowo (2013: 07) Performance is management about creating relationships and ensuring effective communication. Performance management focuses on what organizations, managers, and workers need to succeed. Soedjono (2005) mentions 7 (seven) criteria that can be used to measure employee performance individually, namely: (1) Quality. The results of the work performed are near perfect or meet the expected goals of the work. (2) Quantity. Amount generated or number of activities that can be completed. (3) Timeliness, that is, being able to finish at a predetermined time and maximizing the time available for other activities. (4) Effectiveness. Maximum utilization of existing resources in the organization to increase profits and reduce losses. (5) Independence, which is to be able to carry out work without assistance to avoid adverse outcomes. (6) Work commitment, namely commitment to work between employees and their organizations and (7) employee responsibilities to the organization.

III. RESEARCH METHODS

The location of the study was carried out at the District Head Office of Wajo, Sengkang, Wajo Regency, South Sulawesi Indonesia. The types of data were primary data obtained through direct research on the object under study and Data Source obtained by secondary data (books, reports, scientific work, and research results). The

population is all civil servants who work in the office of Regent of Wajo Regency, amounting to 126 people. The sample is 126. The analytical technique to be used is SEM or Structural Equation Modeling which is operated through the AMOS 22 program.

IV. RESEARCH RESULT

No	Variabel			P- Value	Direct Effect	Indirect Effect	Total Effect	Description
	Eksogen	Intervening	Endogen					
H-1	Leadership (X1)	-	Work Discipline (Y)	0,000	0,365	-	0,365	significant
H-2	Work Motivation (X2)	-	Work Discipline (Y)	0,000	0,588	-	0,588	significant
H-3	Local Culture (X3)	-	Work Discipline (Y)	0,642	-0,037	-	-0,037	Not significant
H-4	Leadership (X1)	-	Employee Performance (Z)	0,046	0,157	-	0,157	significant
H-5	Work Motivation (X2)	-	Employee Performance (Z)	0,077	0,185	-	0,185	Not significant
H-6	Local Culture (X3)	-	Employee Performance (Z)	0,019	0,200	-	0,200	significant
H-7	Work Discipline (Y)	-	Employee Performance (Z)	0,000	0,393	-	0,393	significant
H-8	Leadership (X1)	Work Discipline (Y)	Employee Performance (Z)	0,000	0,157	0,144	0,301	significant
H-9	Work Motivation (X2)	Work Discipline (Y)	Employee Performance (Z)	0,000	0,185	0,231	0,416	significant
H-10	Local Culture (X3)	Work Discipline (Y)	Employee Performance (Z)	0,000	0,200	-0,015	0,186	significant

Table 2:- Hypothesis Testing and Path Coefficient Value
 Sumber: Hasil Olah Data,2019

➤ *The Effect of Leadership on Work Discipline*

Leadership is leadership as the ability to influence a group towards achieving goals.

Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables indicate that the influence of leadership on work discipline has a significant effect (000) and the effect of the estimate value is 0.365. This shows that the leadership hypothesis of work discipline on employees in the Wajo District Regent Office is acceptable. Because leadership demonstrates normatively appropriate behavior through personal actions and interpersonal relationships, and promotion of such actions to followers through two-way communication, reinforcement, and decision making.

➤ *Effect of Work Motivation on Work Discipline*

Work motivation is a force that drives inside each individual that raises and directs behavior in achieving a goal. Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables indicate that the effect of work motivation on work discipline has a significant effect (000) and with the effect of estimate estimate worth 0.588. This shows that the work motivation hypothesis towards work discipline of employees at the Wajo District Regent Office is accepted. Because work motivation and work discipline are two different things but both have relevance in the activities of an organization. To encourage employees to comply with regulatory regulations requires the right strategy, namely by increasing motivation towards their employees. Complying with the rules themselves is one measure and reflection of work discipline.

➤ *Effect of Local Culture on Work Discipline*

Local culture is the norms and values that direct the behavior of the members of the organization. Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables shows that the influence of local culture on work discipline has a significant effect on $P = 0.037$ and with an estimate value of 0.642. This shows that the hypothesis of the influence of local culture on the work discipline of employees in the Wajo District Regent Office was accepted. National culture means that a certain way of acting is preferred because it fits in with cultural values rather than others. If management practices are not in accordance with the national culture that has been trusted and adopted, employees will feel bad, dissatisfied, not committed and dislike. Bugis cultural values - which have been manifested in the behavior patterns of Bugis people in everyday life.

➤ *Effect of Leadership on Employee Performance*

Leadership is leadership as the ability to influence a group towards achieving goals. The sources of influence may be formal, such as those given to managerial positions in the organization. Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables indicate that the influence of leadership on employee performance has a significant effect with a P value of 0.046. This shows that the hypothesis of the influence of leadership on the performance of employee employees at the Wajo District Regent Office was accepted.

➤ *Effect of Work Motivation on Employee Performance*

Work motivation is a force that drives inside each individual that raises and directs behavior in achieving a goal. Perceptions of respondents on work motivation variables with an average of 3.60 with agreed categories. This describes the power that drives inside each individual that raises and directs behavior in achieving a goal. X2.5 work motivation indicator is the highest value with an average value of 3.7. This describes an indicator of work motivation that the office always gives gifts to its employees who excel in making important contributions to work motivation.

➤ *Effect of Local Culture on Employee Performance*

Local culture is the norms and values that direct the behavior of organizational members. Each member will behave in accordance with the prevailing culture, to be accepted by the environment. Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables indicate that the influence of local culture on work discipline has a significant effect with a value of $P = 0.019$ and with an effect value of estimate worth 0.200. This shows that the hypothesis of the influence of local culture on the performance of employees at the Wajo District Regent Office was accepted. Pacce in Makassar and Pesse in Bugis language is a fair and civilized sense of humanity, a spirit of willingness to sacrifice, work hard and never retreat. Like a tradition, the concept of

the siri 'value of Napacce will always be a guideline for the life of the Bugis-Makassar community. Good performance is certainly influenced by the existing culture and structure in the service.

➤ *Effect of Discipline on Employee Performance*

Based on the results of the analysis of hypothesis testing and the total value of influence, the direct influence and indirect influence between variables shows that the influence of work discipline on employee performance has a significant effect with a value of $P = 0.000$ and with an estimate effect value of 0.393. This shows that the hypothesis of the influence of discipline on the performance of employees at the Wajo District Regent Office was accepted. Because among the variables of work discipline and performance, the higher the discipline, one's work, the higher the performance of the person. Discipline must be enforced in a company organization. Without the support of good employee discipline, it is difficult for companies to realize their goals.

➤ *Effect of Leadership on Performance Through Work Discipline*

Based on this research, it can be taken a picture that there is an influence of leadership on employee performance in Wajo District, because by leading the way the relationship between subordinates is created very close, subordinates feel respect and trust their leaders so subordinates will obey the applicable regulations, both written and unwritten and able to run it and do not avoid receiving sanctions if he violates the duties and authority given to him. Every leader always strives so that his subordinates have good discipline.

➤ *Effect of Work Motivation on Performance Through Work Discipline*

The results showed that the significant value of the mediation test of work discipline variables on the effect of work motivation on performance was 0.416, because the significant value obtained 0.000 was below the value of 0.05. Based on the above test results it was concluded that work motivation had an influence on employee performance through work discipline at the Office of the Regent of Wajo District. Items that can produce influence are here that provide facilities and infrastructure that support all task activities, often I feel safe in doing this work, the company has enough evidence to impose sanctions if employees make mistakes in performing tasks, I feel I have many friends in this workplace, the company always gives prizes to outstanding employees. because the discipline of the organization will run well and can achieve its goals well too.

➤ *The Influence of Local Culture on Performance Through Work Discipline*

The results of the significant value of the mediation test of work discipline variables on the influence of local culture on performance is 0.186, because the significant value obtained 0.000 is below 0.05, it is concluded that significantly the work discipline variables can mediate the indirect influence of local cultural variables on

performance. Local cultural variables can indirectly affect performance through work discipline variables. Because good leadership will improve employee work discipline which will further improve employee performance, and vice versa. globalization rolled up the territory of Indonesia, its strength turned out to be able to crush local cultures.

V. CONCLUSION

- Leadership has a positive and significant effect on employee work discipline at the Wajo District Regent's office. This can be seen from the results of the testing of the first hypothesis of Leadership which has a positive and significant effect on employee work discipline at the office of the Regent of Wajo District with a P-Value of five percent smaller.
- Work Motivation has a positive and significant effect on employee work discipline at the Wajo District Regent's office. This can be seen from the results of testing the second hypothesis Work Motivation has a positive and significant effect on employee discipline in the office of the Regent of Wajo District with a P-Value of five percent smaller.
- Local Culture has no significant effect on employee work discipline at the Wajo District Regent's office. This can be seen from the results of testing the third hypothesis of local culture positive and not significant effect on employee discipline in the office of the Regent of Wajo District with P-Value greater than five percent.
- Leadership has a positive and significant effect on employee performance at the Wajo District Regent's office. This can be seen from the results of hypothesis testing of leadership positions that have a positive and significant effect on the performance of employees in the office of the Regent of Wajo District with a P-Value of five percent smaller.
- Work Motivation has no significant effect on the performance of employee employees at the Wajo District Regent's office. This can be seen from the results of testing the fifth hypothesis of work motivation having a positive and not significant effect on the performance of employees in the office of the Regent of Wajo District with a P-Value greater than five percent.
- Local Culture has a positive and significant effect on employee performance at the Wajo District Regent's office. This can be seen from the results of hypothesis testing of the six local cultures that have a positive and significant effect on the performance of employees at the Wajo District Regent's office with five percent smaller P-Value.
- Work Discipline has a positive and significant effect on employee performance at the Wajo District

Regent's office. This can be seen from the results of testing the seventh hypothesis Work Discipline has a positive and significant effect on the performance of employees in the office of the Regent of Wajo District with a P-Value of five percent smaller.

- Leadership has a positive and significant effect on employee performance through work discipline in the office of Regent of Wajo District. This can be seen from the results of testing the seventh hypothesis of leadership that has a positive and significant effect on employee performance through work discipline in the office of the Regent of Wajo District with a smaller P-Value of five percent.
- Work Motivation has a significant effect on employee performance through work discipline at the Wajo District Regent's office. This can be seen from the results of testing the nine hypotheses that Work Motivation has a significant effect on employee performance through work discipline in the office of the Regent of Wajo District with a P-Value of five percent smaller.
- Local Culture has a significant effect on employee performance through work discipline in the office of Regent of Wajo District. This can be seen from the results of testing the local culture's ten hypotheses that have a significant effect on employee performance through work discipline at the Wajo District Regent's office.

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