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**The Influence of Leadership, Competence, and Work Discipline on Employee Performance Effectiveness**

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**Abstract**

This research aims to determine the influence of leadership on performance effectiveness, the influence of competence on performance effectiveness, the influence of work discipline on performance effectiveness, and to identify which variable has a more dominant influence on performance effectiveness. The research was conducted in the Department of Culture and Tourism of Tapin Regency. The data analysis method used was Multiple Linear Regression. The research findings indicate that the variables of Leadership and Competence do not have a significant partial influence on employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency, while Work Discipline has a significant partial influence. The variable of Competence does not have a dominant significant influence on employee performance effectiveness.

**Keywords:** Leadership, Competence, and Work Discipline, Employee Performance Effectiveness.

**Introduction**

Leadership plays a crucial role in an organization because good leadership can direct, motivate, and manage all members of the organization to achieve desired goals. The effectiveness of employee performance is influenced by comprehensive and firm leadership, as well as the competencies possessed by employees. Good leadership will encourage improved employee performance, enabling the organization's objectives to be achieved.

Civil Servants (CS) are the forefront in the implementation of government and development in Indonesia. To achieve effective and efficient governance and development, the government needs to take constructive steps to realize competent, disciplined, moral, responsible, and highly motivated leadership. This is also the goal that the Department of Culture and Tourism of Tapin Regency aims to achieve.

Leadership in the Department of Culture and Tourism of Tapin Regency is not yet optimal due to several factors concerning both the individual characteristics of the leaders and the ones being led, as well as the organizational environment. These factors include the implementation of unhealthy competition in career advancement, stagnation of innovation, and tensions in career progression stages that are filled with collusion and nepotism, which greatly disrupt the efforts of good leadership.

Quality and effective human resources are key factors in achieving success and goals for an organization. In the context of the Department of Culture and Tourism of Tapin Regency, the effectiveness of employee performance plays a central role in carrying out their tasks and responsibilities. The importance of qualified, knowledgeable, and highly skilled employees, accompanied by good leadership, becomes a determining factor for the progress and success of the institution.

Education institutions, both formal and non-formal, have a crucial role as agents of change in society during the development process of Indonesia. However, sometimes educational institutions only see their role as guiding students to meet the demands of the job market, without considering them as agents of social change who can shape students into individuals who understand and prepare for future challenges.

In the context of the Department of Culture and Tourism of Tapin Regency, as a local government implementing body, their main task is to carry out affairs in the field of culture and tourism. One of their main functions is formulating technical policies in the field of culture and tourism, including the revitalization of cultural heritage buildings and areas in Tapin Regency.

Improving the effectiveness of employee performance in government institutions can be achieved through several ways, such as through comprehensive and firm leadership and through the competencies of employees (Sedarmayanti, 2013). Meanwhile, according to Mangkunegara (2010), factors influencing employee performance are ability, motivation, leadership, rewards, organizational culture, training, work environment, facilities, compensation, and discipline.

According to Umi and Hartono (2016), "Leadership is the ability influenced by an individual to influence others to work towards established goals." According to Vera and Wahyuddin (as cited in Umi and Hartono, 2016:49), "Leadership is a series of efforts by a leader to influence and mobilize subordinates in such a way that they can work well, be highly motivated, and have high discipline and responsibility towards their superiors."Based on the background of the existing problems, the formulation of the problem in this study:

The results of a preliminary survey conducted by the researcher revealed that a majority of employees are unable to use their working time optimally, such as delaying tasks, which leads to late submission of reports to the Provincial and Central Departments. Some employees frequently violate break times, do not attend the morning and afternoon assemblies, and arrive and leave outside the designated hours, which causes the public to perceive that the employees of the Department of Culture and Tourism of Tapin Regency are not responsible for their work due to the lack of firmness from their leaders in imposing disciplinary sanctions.

1. Does leadership have a significant influence on the performance effectiveness of employees in the Department of Culture and Tourism of Tapin Regency?
2. Does competence have a significant influence on the performance effectiveness of employees in the Department of Culture and Tourism of Tapin Regency?
3. Does work discipline have a significant influence on the performance effectiveness of employees in the Department of Culture and Tourism of Tapin Regency?

## **Literature Review**

### *2.1.1 Concept of Human Resource Management*

Management basically comes from the word "to manage," which means to organize. Management is the science and art of organizing the process of utilizing human resources and other resources effectively and efficiently to achieve a specific goal (Hasibuan, 2016).

Management consists of six elements: men, money, method, material, machines, and market. Human Resource Management (HRM) is a management field that specifically studies the relationship and role of humans in organizational institutions. The elements of HRM are humans, who are the workforce, thus the focus of HRM only deals with issues related to human labor (Robbins, 2006). Human Resource Management is the art and science of acquiring, developing, and utilizing human resources to generate organizational goals effectively and with enthusiasm (Manullang, 2014).

### *2.2 Leadership*

Leadership is a determining factor in a company. The success or failure of a company in achieving its goals is influenced by the way a leader operates. A leader's effectiveness in a company depends on their ability to manage the organization and influence the behavior of subordinates to work together towards the company's goals. The following is a definition of leadership put forth by several experts: Drath and Palus in Gary Yukl (2015) state that "Leadership is the process of understanding what people do together, so that they understand and are willing to do it."

Leadership is an essential factor in determining the success and effectiveness of an organization. Good leadership can direct, motivate, and organize employees to achieve organizational goals with maximum performance (Umi and Hartono, 2016).

The characteristics of a leader are based on principles (Robbins, 2006:228) as follows:

1. Lifelong learner: A leader is someone who continues to learn throughout their life.
2. Service oriented: A leader is focused on serving others.
3. Brings positive energy.

Based on the research conducted by Putra (2017), the results indicate that leadership has an influence on employee performance effectiveness in the Department of Culture and Tourism of OganKomerling Ulu Regency.

### 2.3. Competence

Competence is a fundamental factor that distinguishes individuals with exceptional abilities from those with average or ordinary abilities (Mangkunegara, 2011). Competence is an intrinsic part of an individual's personality and consists of predictable behavior in various situations and job tasks (Nawawi, 2015).

Sedarmayanti (2015) suggests that competence is a fundamental characteristic possessed by an individual that directly influences or can predict excellent performance effectiveness. In other words, competence is what outstanding performers do more often, in more situations, with better results than policy assessors. Another factor to consider is behavior.

According to Spencer and Spencer in Wibowo (2016), competence is formed by five characteristics, namely: Motive, Traits, Self-concept, Knowledge, and Skills.

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

#### 1. *Knowledge*

Knowledge refers to the information possessed by an individual. Knowledge is a primary component of competence that is easily acquired and identifiable. It represents specific information that an individual possesses, particularly in a specific field.

#### 2. *Skills*

Another factor that contributes to the success in achieving organizational goals is the employees' skills. Employees with good work skills can accelerate the achievement of organizational goals, while those lacking skills may hinder organizational progress. New employees or those assigned new tasks may require additional skills to carry out their assigned duties effectively.

#### 3. *Behavior*

In addition to knowledge and skills, the behavior of employees in the workplace is also crucial. If employees have attitudes that support the achievement of organizational goals, they will naturally perform their assigned tasks to the best of their abilities.

#### 4. *Competence*

Many institutions or organizations often consider experience as a suitable indicator of an individual's abilities and attitudes related to work. Experience encompasses the lessons learned from the events one has encountered throughout life. Experience can shape an individual's competence, such as the experience gained from work and involvement in organizations.

Based on the research conducted by Sudarman (2018), the results indicate that competence has an influence on employee performance effectiveness in the Department of Culture and Tourism of Karawang Regency.

#### 2.4. Work Dicipline

Work discipline refers to the mental attitude of an individual or a group of people who consistently have the willingness to follow and adhere to established rules. Discipline also means training that develops self-control, character or order, and efficiency; obedience or compliance with government regulations or ethics, norms, and rules applicable in society (Sinungan, 2019).

Discipline is the sixth function of human resources in operative human resource management, and it is the most important because the higher the employees' discipline, the higher their job performance can be achieved. Without good employee discipline, it is difficult for a company to achieve optimal work results. Successful individuals are those who can regulate and control themselves in terms of lifestyle and work methods. Therefore, there is a close relationship between successful individuals and personal discipline. Regarding discipline itself, experts have various interpretations, as expressed by Martoyo (2015). Discipline originates from the Latin word "discipline," which means training or education in manners, spirituality, and the development of habits.

*According to Sinungan (2019) Indicators of work discipline include:*

- 1. Punctuality*
- 2. Proper use of office equipment*
- 3. High sense of responsibility*
- 4. Compliance with office rules*

Based on the research conducted by Najmyah (2018), the results indicate that Work Discipline has an influence on employee performance effectiveness in the Department of Culture and Tourism of Maros Regency.

### *2.5. Effectiveness*

Effectiveness generally refers to the level of success achieved in attaining results. The emphasis on outcomes distinguishes the concept of effectiveness from efficiency, which focuses more on how the process of achieving those results is carried out, although there are many similarities between the two (Gitosudarmo, 2012). Measuring organizational effectiveness is not a straightforward matter, as effectiveness can be examined from various perspectives and depends on who is evaluating and interpreting it. From a productivity standpoint, a production manager, for example, understands effectiveness as the quality and quantity (output) of goods and services (Tjiptono, 2016).

Employee performance effectiveness refers to the achievement of goals or work results within an organization, based on several fundamental aspects obtained in a government institution to accomplish predetermined objectives through compliant planning with applicable laws. Performance indicators based on Government Regulation (GR) Number 30 of 2019 concerning the Assessment of Civil Servant Performance include:

1. Loyalty: The determination and willingness to comply, carry out, and practice something that is adhered to with patience and responsibility.
2. Job performance: The work results achieved by employees in carrying out assigned tasks.
3. Responsibility: The ability of employees to perform assigned tasks to the best of their abilities and in a timely manner, as well as being willing to bear the risks of decisions made.
4. Obedience: The ability of employees to comply with all applicable laws and regulations and organizational rules.
5. Honesty: The sincerity of employees in carrying out internal oversight and not abusing their authority.
6. Cooperation: The ability of employees to work together with others in performing their duties.
7. Initiative: The ability of employees to take necessary steps or actions in carrying out their core tasks without waiting for orders from superiors.
8. Leadership: The ability of employees to influence others to be directed maximally in carrying out their duties.

### *2.6. Conceptual Framework and Research Hypothesis*

Hypothesis is a conclusion drawn as a temporary answer to a problem. The purpose of formulating a hypothesis is to focus the problem, identify relevant data to be collected, indicate the research design including the analysis techniques to be used, explain social phenomena, establish a framework for drawing conclusions, and stimulate further research (Sugiyono, 2016:77). The hypotheses in this writing are as follows:

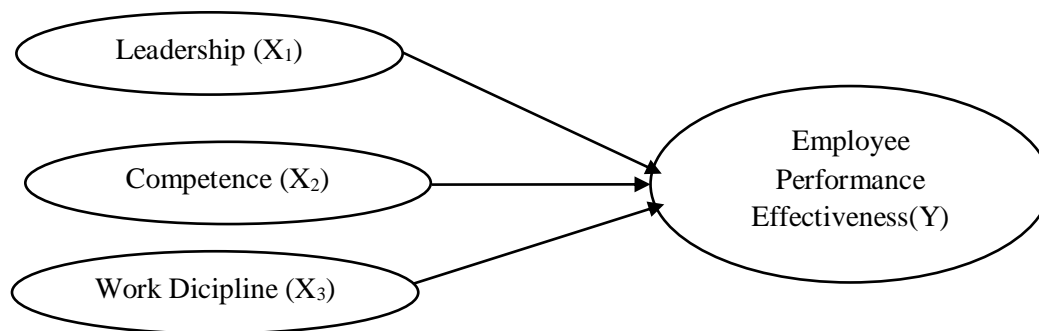


Figure 1. Conceptual Framework

H<sub>1</sub>: Leadership significantly influences employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency.

H<sub>2</sub>: Competence significantly influences employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency. Hypothesis

H<sub>3</sub>: Work Discipline significantly influences employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency.

### 3. Research methods

This research uses an analytic survey research method with a cross sectional approach to analyze the influence of leadership, competency, and work discipline on employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency. In this type and source of data, the researcher uses both quantitative and qualitative methods. The data sources used in this study are primary data and secondary data.

The population in this study consists of all employees in the Department of Culture and Tourism of Tapin Regency in 2022, totaling 45 individuals, including 26 civil servants and 19 contract employees. The sampling technique used in this study is total sampling, which means all 45 employees of the Department of Culture and Tourism of Tapin Regency, including 26 civil servants and 19 contract employees, were included in the study as they happened to be available during the research conducted in July 2022. The data analysis technique used in this study is multiple linear regression.

### 4. Research result

#### 4.1 Instrument Test

In this study the instrument test used was the validity and reliability test with the following results:

Table 1. Validity Test Result

Variable	Question	r Count	r Table	Result
Leadership (X1)	Q1	0,698	0,3120	Valid
	Q2	0,797	0,3120	Valid
	Q3	0,609	0,3120	Valid
Competence (X2)	Q1	0,586	0,3120	Valid
	Q2	0,425	0,3120	Valid
	Q3	0,823	0,3120	Valid
	Q4	0,747	0,3120	Valid
Work Dicipline (X3)	Q1	0,372	0,3120	Valid
	Q2	0,744	0,3120	Valid
	Q3	0,709	0,3120	Valid
	Q4	0,436	0,3120	Valid
Employee Performance Effectiveness (Y)	Q1	0,577	0,3120	Valid
	Q2	0,571	0,3120	Valid
	Q3	0,695	0,3120	Valid
	Q4	0,596	0,3120	Valid
	Q5	0,596	0,3120	Valid
	Q6	0,575	0,3120	Valid
	Q7	0,546	0,3120	Valid
	Q8	0,698	0,3120	Valid

4.2 Reliability Test

Table 2. Reliability Test Result

Variable	Cronbach Alpha	Coefficient Alpha	Result
Leadership(X1)	0,487	0,60	Reliabel
Competence (X2)	0,572	0,60	Reliabel
Work Dicipline(X3)	0,346	0,60	Reliabel
Employee Performance Effectiveness (Y)	0,753	0,60	Reliabel



*4.3 Classic Assumption Test*

Before testing the effect of variables, the classical assumption test is performed. Table 3 summarizes the statistical result with the evidences support the data quality for hypothesis testing.

Table 3. Classic Assumption Test Result

Variable	Result	Decision
Kolmogorov Smirnov Tolerances	0,954	Accepted
(X1)	0,983	Accepted
(X2)	0,994	Accepted
(X3)	0,988	Accepted
VIF		
(X1)	1,017	Accepted
(X2)	1,006	Accepted
(X3)	1,012	Accepted
Glejser Test		
(X1)	0,388	Accepted
(X2)	0,096	Accepted
(X3)	0,921	Accepted

*4.4 Multiple Reression Analysis*

The multiple linear regression analysis in this study was conducted to examine the influence of independent variables, namely Leadership (X1), Competence (X2), and Work Discipline (X3), on Employee Performance Effectiveness (Y) in the Department of Culture and Tourism of Tapin Regency. The results of the multiple linear regression analysis in this study are as follows:

Table 4. Classic Assumption Test Result

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	3.567	8.019	.445	.659
	Leadership	.251	.334	.103	.752
	Competance	.330	.260	.174	1.273
	Work Dicipline	1.276	.330	.530	3.871

Dependent Variable: Employee Performance Effectiveness

Based on the regression analysis results, the calculated t-value (0.752) < t-value (1.68595), and the Sig. value (0.457 > 0.05). Therefore, it can be concluded that the leadership variable does not have a significant effect on the variable of performance effectiveness in the Department of Culture and Tourism of Tapin Regency. Thus, hypothesis 1, which states that "leadership has a significant effect on Employee Performance Effectiveness," is rejected.

Based on the regression analysis results, the calculated t-value (1.273) < the t-value (1.68595), and the Sig. value (0.211 > 0.05). Therefore, it can be concluded that competence does not have a significant effect on employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency. Thus, hypothesis 2, which states that "competence has a significant effect on Employee Performance Effectiveness," is rejected.

Based on the regression analysis results, the calculated t-value (3.871) > t-value (1.68595), and the Sig. value (0.00 < 0.05). Therefore, it can be concluded that the work discipline variable has a significant effect on employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency. Thus, hypothesis 3, which states that "work discipline has a significant effect on Employee Performance Effectiveness," is accepted.

## **5. Discussion**

According to the research findings, Leadership does not have a significant partial influence on the effectiveness of the performance of the employees of the Tapin District Cultural and Tourism Office. These results contradict Mondy and Robert (2016) that leadership is the ability to persuade and motivate others to work together under their leadership as a team to achieve a specific goal. These research findings are also inconsistent with the study conducted by EnjangSudarman in 2018, titled "The Influence of Leadership, Competence, and Work Discipline on Employee Performance Effectiveness in the Cultural and Tourism Office of Karawang District." The research used correlation and regression methods to examine the influence between the independent variables of leadership (X1) and competence (X2) on the dependent variable of employee performance effectiveness (Y). The subjects of the study were 42 civil servants selected as the total sample. The primary data source was collected using a questionnaire/instrument that included variables such as job satisfaction, motivation, and employee performance effectiveness.

The Competence does not have a significant partial influence on the effectiveness of the performance of the employees of the Tapin District Cultural and Tourism Office. These research findings contradict Sedarmayanti (2015), which suggests that competence is a fundamental characteristic that directly influences or predicts excellent performance effectiveness. In other words, competence is what outstanding performers do more frequently, in more situations, with better results than what policy assessors do. The research findings are also inconsistent with the opinion of Kusdi(2009), stating that performance effectiveness will increase when individuals have the appropriate skills and expertise for the job. Individual performance effectiveness can be measured by job skills, performance improvement, adaptability, and the ability to face changes.

Based on the research findings, work discipline has a significant partial influence on the effectiveness of the performance of the employees of the Tapin District Cultural and Tourism

Office. These results align with the opinion of Setiyawan and Waridin (2006) that discipline or work discipline is expected to be a characteristic of every human resource within an organization. With discipline, the organization can function properly and achieve its goals effectively. Work discipline has a positive impact on employee performance. Employees who are disciplined in their work, from the moment they start, during work, and until they finish according to the rules, usually exhibit good performance. These research findings are consistent with the study conducted by Murdlhiyanah (2014), titled "The Relationship between Leadership, Competence, and Work Discipline with Employee Performance Effectiveness in the Cultural and Tourism Office of Pasuruan District."

## **6. Conclusion**

The variables of Leadership (X1) and Competence (X2) have a significant simultaneous effect on the variable of Employee Performance Effectiveness (Y) in the Department of Culture and Tourism of Tapin Regency.

The variables of Leadership (X1) and Competence (X2) do not have a significant partial effect on the employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency, while Work Discipline (X3) has a significant partial effect on the employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency.

The variable of Competence (X2) does not have a significant dominant effect on the employee performance effectiveness in the Department of Culture and Tourism of Tapin Regency.

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