

THE INFLUENCE OF PARTICIPATORY LEADERSHIP, MANAGERIAL COMPETENCE AND WORK DISCIPLINE ON THE PERFORMANCE OF OFFICE EMPLOYEES AGENCY OF REGIONAL RESEARCH AND DEVELOPMENT PLANNING (BAPPEDA) BARRU DISTRICT

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Abstract

This study was intended to determine and analyze the effect of participatory leadership, managerial competence and work discipline on employee performance. This research was conducted at the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency with 31 employee respondents as the research sample. The results of this study prove that it is partially proven that participatory leadership, managerial competence and work discipline have a positive and significant effect on employee performance. This research also proves simultaneously that participatory leadership, managerial competence and work discipline have a positive and significant effect on employee performance. This study produces a coefficient of determination of 76.1% which indicates that this research model can explain that employee performance is affected by 76.1% of this research variable and 23.9% is influenced by other variables not examined in this study.

Keywords : Participatory Leadership, Managerial Competence, Work Discipline, Performance

INTRODUCTION

Barru Regency is a district located in the province of South Sulawesi, to carry out regional development planning affairs of course each region has a Regional Research and Development Planning Agency (Bappeda). Bappeda has a function to help local governments carry out development, especially in the government sector. The Regional Research and Development Planning Agency (Bappeda) of Barru Regency is a regional research planning coordinating institution whose duties are largely determined by the extent to which the organization is supported by productive human resources in implementing government programs. Bappeda also needs to be supported by employees who have high performance and quality. It is hoped that the existence of qualified employees in the implementation of Bappeda's main tasks can proceed in accordance with the formulation of the assigned tasks, functions and organizational structure of the Barru Regency Bappeda regulated based on the Barru Regency Regional Regulation Number 7 of 2016 concerning the Formation and Composition of Regional Apparatuses, which is translated into a Regent's Regulation New Number 66 2016 concerning Organizational Structure, Position, Duties and Functions, and Work Procedures of the Regional Planning, Research and Development Agency for Barru Regency. Bappeda is an element implementing government affairs in the area of regional planning and regional research and development which is the regional authority. Bappeda is led by the Agency Head who is under and responsible to the Regent through the Regional Secretary

The success or failure of an organization depends heavily on the ability of the organization's management to bring the organization to adapt to changing environmental conditions. In addition to this to realize optimal performance dynamically. The agency must be supported by human resource development with the aim of increasing the quality of professionalism and skills of employees in carrying out their duties and functions optimally. According to Wirawan (2014), performance is the output produced by the

functions or indicators of a job or a profession within a certain time. Employee performance must be planned on an ongoing basis, because improving employee performance is not an instantaneous event but requires a well-organized plan and action for a certain period of time. According to Sinambela (2012), Performance is the implementation of a job and the improvement of the work in accordance with their responsibilities so that they can achieve the results as expected.

Employee performance is very necessary, because this performance will determine the employee's ability to carry out the tasks assigned to him. Meanwhile, according to Miner in Sutrisno (2014), performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Rivai and Basri in Sinambela (2012), Performance is the willingness of a person or group of people to carry out an activity and refine it in accordance with their responsibilities with the expected results. Work results that can be achieved by a person or group of people by an institution or agency in accordance with the respective authorities and responsibilities in an effort to achieve the goals of the institution or agency legally, do not violate the law and do not conflict with morals or ethics.

In an effort to improve employee performance, competence is needed in every work activity. According to Wibowo (2013), competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing as the superiority. Competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements. In addition to the competence of employees, an organization in implementation activities can not be separated from the name of the leader. Leaders are very important to move and direct the organization in achieving goals. Leadership According to Sutrisno (2014), leadership is someone who will move and direct the organization in achieving its goals and an institution or agency leader must have the ability to influence and motivate his employees, which has an impact on improving performance. However, it is not easy because you have to understand the different behavior of your subordinates. Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently. Participatory leadership style is a form of leadership in which superiors must solicit ideas and suggestions from subordinates and invite employee participation in decisions that directly affect employees.

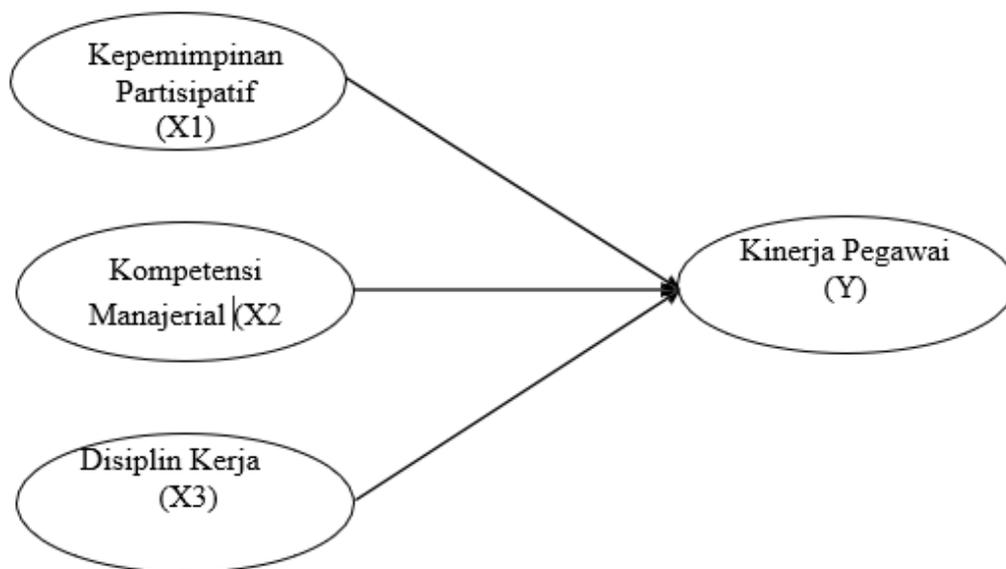
One of the factors that can affect the performance of human resources is the disciplinary factor. According to Hasibuan (2013), Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages work passion, morale, and the realization of organizational, employee and community goals. So that discipline is one of the important things in realizing maximum employee performance. Without good employee discipline, it is difficult for organizations to achieve optimal results. Discipline must be upheld in an organization or agency, because without the support of good employee discipline, it is difficult for the organization to realize its goals.

The phenomenon that occurs in Bappeda is persuasive leadership it is good enough that the leader has given motivation and responsibility to his subordinates, the leader has given him the freedom to express opinions and ideas but sometimes employees are still hesitant and reluctant to issue or give their opinion to the leadership. For managerial competence, namely the leader is capable and responsible for his profession, it's just that he still lacks confidence in his material in carrying out his duties. In terms of employee

discipline at the Barru Regency Bappeda office, there are still employees who do not stay at work during working hours, and there are still many employees who are often late or not on time for work.

Based on the description above, this research is structured through a conceptual framework that can be described as follows:

Figure 1. Research Concept Framework



Through the conceptual framework image above, there will be three hypotheses developed in this study, namely:

1. Participatory leadership partially influences the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency.
2. Managerial competence has a partial effect on the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency.
3. Work discipline has a partial effect on the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency.

RESEARCH METHODS

This study uses a quantitative research approach. Quantitative data, namely research data in the form of numbers and analysis using statistics (Sugiyono, 2015). This research was carried out at the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency. The time of implementation of this research was carried out for 2 months, with a research sample of 31 people who were employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency. The data analysis technique uses multiple linear regression analysis preceded by validity and reliability tests as well as classical assumption tests on research data. To test the hypothesis used t test to test the relationship partially and f test to determine the relationship simultaneously. Analysis of significance in this study was used through the coefficient of determination test (Rsquare

RESEARCH RESULTS AND DISCUSSION

Results

Statistical calculations in multiple linear regression analysis used in this study is to use assistance IBM computer programs *SPSS for Windows* version 23. The full results of data processing using the SPSS program are in the appendix and are further explained in Table 1 below:

Table 1. Results of Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4,581	4,680		-,979	,336
Participative Leadership	,311	,127	,276	2,442	,021
Disciplined Managerial Competence	,512	,150	,421	3,407	,002
	,396	,150	,342	2,635	,014

a. Dependent Variable: Employee Performance

The regression equation model that can be written from these results in the form of the regression equation is as follows:

$$Y = -4,581 + 0,311X_1 + 0,512X_2 + 0,396X_3$$

The regression equation can be described as follows:

1. Coefficient $b_0 = -4.581$ means that if the variable is participatory leadership (X_1), managerial competence (X_2) and work discipline (X_3) does not change (constant), then the performance of employees (Y) of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency will not change.
2. Coefficient $b_1 = 0.311$ means that every increase in the participatory leadership variable (X_1), then it can increase the performance of employees (Y) of the Regional Research and Development Planning Agency (Bappeda) Barru Regency by 31.1%.
3. Coefficient $b_2 = 0.512$ means that every increase in managerial competency variable (X_2), then it can increase the performance of employees (Y) of the Regional Research and Development Planning Agency (Bappeda) Barru Regency by 51.2%.
4. Coefficient $b_3 = 0.396$ means that every increase in the work discipline variable (X_3), then it can increase the performance of employees (Y) of the Regional Research and Development Planning Agency (Bappeda) Barru Regency by 39,6%

Partial Hypothesis Testing

1. The Effect of Participatory Leadership on Employee Performance The test results obtained t value_{count}participative leadership variable of $2.442 > t_{table}$ of 2.048 with a significance level of $0.021 < \text{probability of } 0.05$, it can be concluded that the first hypothesis is accepted, which means that the participatory leadership variable (X_1) has a positive and significant effect on employee performance (Y). With a significance value below 0.05, it indicates that Participatory Leadership has a significant influence on the Performance of the Office Staff of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency.

2. The Effect of Managerial Competence on Employee Performance

The test results obtained t value_{count}managerial competency variable of $3.407 > t_{table}$ of 2.048 with a significance level of $0.002 < \text{probability of } 0.05$, it can be concluded that the second hypothesis is accepted, which means that managerial competency variable (X_2) has a positive and significant effect on employee performance (Y). With a significance value below 0.05, this indicates that Managerial Competence has a significant influence on the Performance of Office Staff at the Regional Research and Development Planning Agency (Bappeda) of Barru Regency.

3. Effect of Work Discipline on Employee Performance

The test results obtained t value_{count}Work discipline variable of $2.635 > t_{table}$ of 2.048 with a significance level of $0.014 < \text{probability of } 0.05$, it can be concluded that the third hypothesis is accepted which means work discipline variable (X_3) has a positive and significant effect on employee performance (Y). With a significance value below 0.05 shows that Work Discipline has a significant influence on the Performance of Office Staff of the Research and Planning Agency Regional Development (Bappeda) of Barru Regency.

F Test (Simultaneous Hypothesis Testing)

The F test is intended to determine whether the independent variables in this case are Participatory Leadership, Managerial Competence and Work Discipline has a joint effect on the Performance of Office Staff of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency will not change. The results of the calculation of the F test to test the relationship of independent variables together are obtained in Table 2 below:

Table 2. Simultaneous Regression Analysis Results

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1	216,906	3	72,302	28,628	,000 ^b
Regression	68,191	27	2,526		
Residual	285,097	30			
Total					

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Participatory Leadership, Managerial Competence

From the results of statistical processing above shows the value of F_{count} as big 28,628 > Nilai F_{table} 2.98 with a significance level of $0.000 < 0.05$, then according to the basis for decision making in the F Test it can be concluded that all independent variable X_i (participatory leadership, managerial competence and work discipline) simultaneously have a positive and significant effect on variables dependent Y (employee performance) Office of Research and Planning Agency Regional Development (Bappeda) of Barru Regency.

Coefficient of Determination

The coefficient of determination is used to find out how big the influence of the independent variables has an influence on the variables bound. The value of the coefficient of determination is determined by value R^2 .

Table 3. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,872 ^a	,761	,734	1,58921

a. Predictors: (Constant), Discipline, Participatory Leadership, Competence managerial

The results of the regression calculation can be seen that the correlation coefficient (R) is 0.872 which means that there is a strong relationship between variable X_i ((participatory leadership, managerial competence and work discipline) with the variable Y (employee performance). A positive value indicates a unidirectional relationship where the variables (participatory leadership, managerial competence and work discipline) if increased, then the performance of employees of the Regional Research and Development Planning Agency Office (Bappeda) Barru Regency will increase $R^2 = 0.761$ shows the magnitude of the contribution of the three variables X_i (participatory leadership, managerial competence and work discipline) to variable Y (employee performance) of 76.1%. There are still other variables that are able to increase the performance of the employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency, namely 23.9%.

Discussion

Participatory leadership has a direct relationship with employee performance. With these results indicate that with leadership development. Appropriate participatory activities can improve the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency. The leadership of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency has so far implemented a participatory leadership style, which means that the main task of a leader in carrying out his leadership is not only limited to his ability to carry out programs, but more than that, the leader must be able to involve all layers of the organization, its members or the community to take an active role so that they are able to make a positive contribution in achieving goals. The results of this study are in

accordance with the theory put forward by Heidjrachman and Husnan (2014) which states that a participative leader exercises his leadership through consultation. Subordinates are involved in decision making by receiving various opinions and thoughts from subordinates regarding the decisions they will make. He will listen and accept ideas or thoughts from his subordinates as far as these thoughts can be put into practice. The results of this study support Arifin's research (2016) which shows that participatory leadership style has a positive influence on the performance of employees of the Bandung City Cemetery and Parks Service.

Managerial competence has a direct relationship with employee performance. With these results indicate that with the appropriate managerial competence can improve the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency. Managerial competence possessed by the leadership of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency was able to significantly improve performance. This is because the leadership has sufficient managerial knowledge to manage the organization and is supported by good work experience, making employees have a high work attitude and motivation to manage the organization. This means that the leaders of the Regional Research and Development Planning Agency (Bappeda) of Barru Regency always provide motivation to their subordinates so that employees work very seriously because to get life welfare and work for the progress of the organization. The results of this study are in accordance with the theory put forward by Siagian (2014) which states that managerial skills are skills in motivating other people to work well. Managerial ability is closely related to effective leadership management, because actually management is essentially a behavior to motivate others to work towards achieving certain goals. The results of this study also support the research of Mayasari, et al (2018) showing that there is a positive influence between managerial competence on employee performance at the East Kutai Regency Education Office.

Work discipline has a direct relationship with employee performance. With these results indicate that with appropriate work discipline can improve the performance of employees of the Regional Research and Development Planning Agency (Bappeda) Office of Barru Regency. During the Covid-19 Pandemic 19 Bappeda officers' work discipline can be said to have decreased slightly with several performance indicators not completed according to the target. Among them were planning documents that were not completed on time, several facilitation activities could not be carried out, namely the ODF Declaration, Poverty Coordination Meeting. However, apart from being constrained by work from home arrangements, the condition of the Covid-19 Pandemic which prohibits carrying out activities that gather large crowds is also one of the factors not carrying out activities that are gathering large crowds in nature. However, regarding timeliness, employees who work both WFO and WFH continue to work according to the predetermined time and are orderly in complying with the rules while working during the Covid-19 Pandemic, this is a form of responsibility from Bappeda employees who continue to carry out their duties according *job description* and according to instructions from the leadership that employees both WFO and WFH must remain obedient to the rules of conduct that have been established in accordance with the Circular Letter of the Barru District Head which was forwarded to the Head of Bappeda Barru Regency. The results of this study are in accordance with the theory put forward by Handoko (2012) looking at discipline as a management activity to carry out

organizational standards. Work discipline essentially raises awareness for workers to carry out assigned tasks, where the formation does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be properly developed. The results of this study support Pratama's research (2020) which shows that work discipline has a positive and significant effect on the performance of members of the Surakarta Police.

Conclusion

This research concludes that participative leadership is proven to influence employee performance Office of Regional Research and Development Planning Agency (Bappeda) Barru District. This research concludes that managerial competence is proven to influence employee performance Office of Regional Research and Development Planning Agency (Bappeda) Barru District. This research concludes that work discipline is proven to influence employee performance Office of Regional Research and Development Planning Agency (Bappeda) Barru District

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