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## THE INFLUENCE OF LEADERSHIP, WORK CULTURE AND DISCIPLINE ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS IN PAMONG PRAJA POLICE UNIT, PAREPARE CITY

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### ABSTRACT

*This study aims to determine the effect of Leadership, Work Culture and Discipline partially and simultaneously on the Performance of the State Civil Apparatus at the Pamong Praja City Police Unit and which variables have the most dominant influence on the Performance of the State Civil Apparatus at the Pamong Praja Police Unit, with the number of 43 respondents were state civil servants (ASN). This research was conducted using multiple linear regression analysis using the SPSS version 26 application.*

*From the results of testing the leadership variable data, the value shows that t count is 3,790 while the t table value for n = 43 is 2,021, so it can be concluded that the leadership variable has a significant influence on the performance of the Pamong Praja Police Department employees. For the work environment variable the test results obtained a value that shows the t count = 2.411 while the t table value for n = 43 is 2.021, so it can be concluded that the work culture variable has a significant influence on the performance of the Pamong Praja Police Department employee performance. For the discipline variable, the test results obtained a value that shows t count = 2.344 while the t table value for n = 43 is 2.021, so it can be concluded that the disciplinary variable has a significant influence on the performance of the Pamong Praja Police Department employee performance. Based on the standardized beta value, it is known that the Leadership variable most dominantly affects the performance of the Pamong Praja Police Service Unit employees, because the Standardized Coefficient Beta value in the leadership variable is 0.451 higher than the value in other independent variables, namely the work culture variable of 0.281 and the value of the variable discipline of 0.258.*

**Keywords:** Leadership, Work Culture, Discipline, Employee Performance.

### INTRODUCTION

Every organization certainly has several people who interact with each other in it. Every person in an organization has different characters, different behaviors and ethics and interacts intensively with each other so as to form the characteristics and conditions of the organization.

To achieve organizational goals, leadership is an important factor that influences organizational performance. Sunyoto Danang (2013:24) defines leadership as a process of influencing the activities of each individual or group to achieve organizational goals in certain situations. Leadership is a process of influencing others in determining the direction of organizational goals, how to motivate each member of the organization to achieve goals and build a good work culture within an organization.

Leadership is the ability of a leader to be able to influence other people so that the person wants to do something as desired by the leader. To be able to create strong leadership, it should also be supported by a good and positive work culture within an organization.

The leadership problem that has occurred in the Pamong Paraja Police Unit of Parepare City so far is that the leadership has not been able to optimize the potential of the organization they have and has not been able to adjust to the demands of the external environment, which in this case is related to meeting the needs of employees because so

far they are still shackled by the existence of rules that apply so that there is less improvisation and innovation aimed at improving employee welfare.

Work culture is an important factor in achieving organizational goals. Organizations that have a good and positive work culture will make it easier to encourage their members to want to learn and continue to develop in improving their performance. As stated by Ndraha (2005: 200), work culture is a set of basic thoughts or mental programs that can be used to improve work efficiency and human collaboration.

Besides leadership and work culture, another factor that influences the achievement of organizational goals is discipline. With good discipline, every job can be completed properly. Discipline is a form of awareness and a person's willingness to comply with rules and social norms in an organization, Hasibuan (2009:193). In order for the implementation of tasks to be in accordance with predetermined standards, good disciplinary behavior is required.

With discipline, the implementation of tasks continues to comply with applicable regulations so that things that can harm individuals and organizations can be avoided. In the phenomenon that occurs in the Pamong Paraja Police Unit in Parepare City, there is negative behavior by unscrupulous employees who can reduce employee performance, including there are unscrupulous employees who leave the office during working hours for reasons that cannot be accounted for, there are unscrupulous employees who do not attend the assembly, go home quickly prematurely for no apparent reason, employees who are absent from work for reasons of health or family needs or blaming each other among fellow employees in carrying out work.

The leadership role of a Head of Civil Service Police Unit in Parepare City is very influential in achieving organizational goals. The democratic leadership style of a Satpol PP is very liked by Satpol PP employees. Being fair, empathetic, accepting and acknowledging all the potential that his subordinates have, and being wise in overcoming the problems they face, is a good assessment of the employees who are their subordinates.

The leadership ability of the Head of Satpol PP has succeeded in guiding Satpol PP employees to remain humane in carrying out the task of enforcing local regulations. One of the Satpol PP work cultures is the level of compliance with regulations, the Panca Wira Satya Civil Service Police and the Civil Service Police code of ethics. Every Satpol PP employee should know, understand and apply the Panca Wira Satya Civil Service Police and the Civil Service Police code of ethics every time they carry out their duties. Besides that, the discipline of Satpol PP employees is also a good reflection in the eyes of the community. Quick response in following up on public complaints regarding disturbances of order and peace in the community, as well as the friendly and humane attitude of Satpol PP employees in serving in the field is one of the assessments of Satpol PP performance.

As is the background, this research was conducted to find out whether there is an influence of Leadership, Work Culture and Discipline on the Performance of State Civil Apparatuses in the Civil Service Police Unit in Parepare City. Therefore the title of this research is "The Influence of Leadership, Work Culture and Discipline on the Performance of State Civil Servants in the Civil Service Police Unit in Parepare City."

Sayuti (in the journal Teviana, 2011: 201) defines leadership as a process of directing, guiding and influencing the thoughts, feelings, actions and behavior of other people to be moved towards certain goals. Wexley and Yulk (in the journal Teviana, 2011: 201) define leadership as a process of influencing others to try to direct their energy more, in their duties or change their behavior. Meanwhile, according to Gibson et.al. (in

the journal Teviana, 2011: 201), Leadership is an effort to use non-coercive types of influence to motivate people to achieve certain goals.

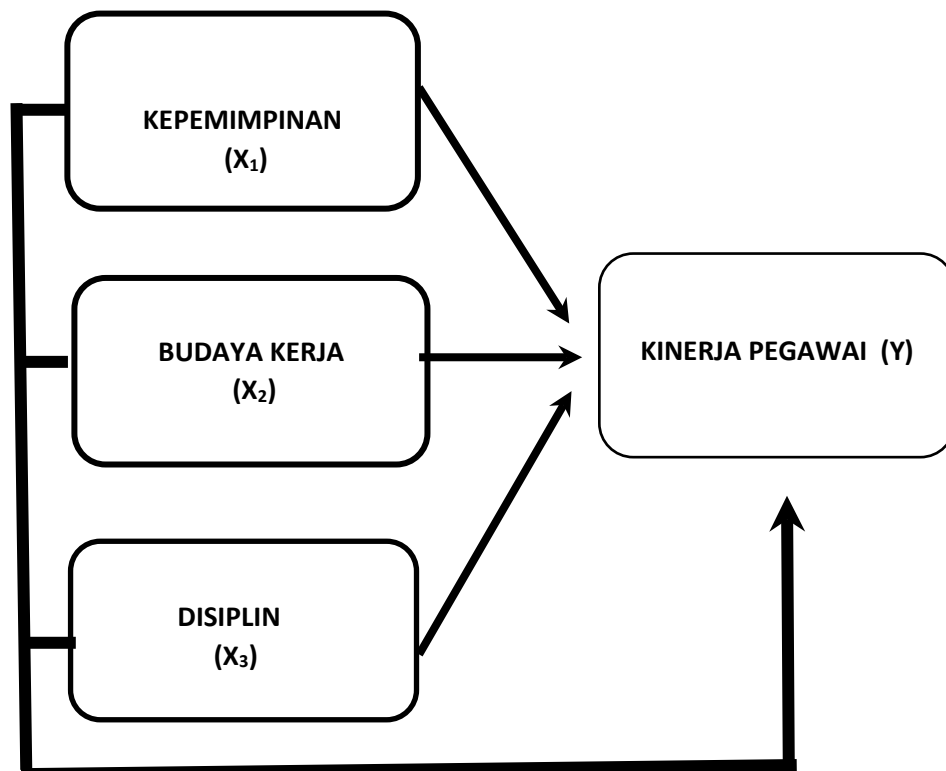
Work culture is a characteristic of an organization. According to Osborn and Plastrik (2002: 252) the definition of work culture is a set of behaviors, feelings and psychological frameworks that are internalized very deeply and are shared by members of the organization. According to Irham Fahmi (2013: 47) work culture is a habit that has lasted a long time and is then applied in work activities and becomes one of the drivers in improving the quality of employee work.

Hasibuan, (2009:212) defines discipline as human behavior, both written and unwritten. High discipline can support the success of an organization in realizing its goals. Every organization will encourage and transmit good work discipline to each of its members. Good work discipline can be reflected in how much responsibility a person has in completing his work. The high level of discipline in an organization is a measure of the success of a leader.

Rivai (2015: 14) mentions the definition of performance as the level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or criteria that have been determined in advance and have been mutually agreed upon.

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 picture of the research concept framework above, there are three hypotheses developed in this study, namely:

- a. It is suspected that there is a partial influence of Leadership, Work Culture and Discipline on the Performance of State Civil Apparatuses in the Civil Service Police Unit of Parepare City.
- b. It is suspected that there is a simultaneous influence of Leadership, Work Culture and Discipline on the Performance of State Civil Servants in the Civil Service Police Unit in Parepare City.
- c. Leadership is the most dominant influence on the performance of the State Civil Apparatus in the Civil Service Police Unit in Parepare City.

## RESEARCH METHODS

This study began with a survey by taking a saturated sample from a population of 43 civil servants at the Civil Service Police Unit in Parepare City and using a questionnaire as a tool to collect basic data (Singarimbun, 2011). The survey in this study is a design used in research regarding the influence of Leadership, Work Culture and Discipline on the Performance of State Civil Apparatuses in the Civil Service Police Unit in Parepare City.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017: 81). Saturated or census samples, namely the number of samples that reflect the entire population, are the choices to be used in this analysis.

The data collection technique used in this study was using a questionnaire. Questionnaires/questionnaires are data collection techniques by providing a set of written questions to respondents to answer, Sugiyono (2017: 142).

The influence of the independent variables, namely: Leadership, Work Culture and Discipline, on the dependent variable, namely the performance of the State Civil Apparatus together, an F test will be carried out. Meanwhile, to determine the effect of independent factors on partially dependent factors, a t-test will be carried out.

In linear regression, the coefficient of determination is usually known as the capacity of all the independent variables to explain the variance of the dependent variable. By squaring the correlation coefficient, it will produce a coefficient of determination ( $R^2$ ). The value of the coefficient of determination ( $R^2$ ) is in the interval 0 to 1. The more the value of the coefficient of determination ( $R^2$ ) is close to number 1, the better the accuracy level of the regression model, Wahid Sulaiman, (2004:86).

Multiple linear regression analysis is used to describe or describe the effect of the independent variables (*independentt*) and the dependent variable (dependent). Data processing was performed using multiple linear regression analysis (*multiple regression analysis*) with the help of the SPSS version 26 application. Multiple regression analysis was carried out to see the effect of the independent variable (X) indicated by Leadership, Work Culture and Discipline on the dependent variable (Y) indicated by Apparatus Performance.

## RESEARCH RESULTS AND DISCUSSION

### Results

#### Partial Testing (t-test)

Partial hypothesis testing is used to see how the influence of each independent variable, namely leadership, work culture and discipline on employee performance at the

Civil Service Police Unit Service, Parepare City. The test results can be seen from the t-count value. The partial test results (t-count) can be seen in the following table:

**Table 1. t test results (partial test)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
1 (Constant)	-2.908	1.373		-2.118	.041
TX1	.488	.129	.451	3.790	.001
TX2	.302	.125	.281	2.411	.021
TX3	.258	.110	.258	2.344	.024

From the table above it can be explained that the results of the t test for the three independent variables (X) are as follows:

**1. The Influence of Leadership on Employee Performance**

For the leadership variable, the test results obtained a value that shows t-count of 3.790 while the t-table value for  $n = 43$  is 2.021 because the t-count value is greater than the t-table value ( $3.790 > 2.021$ ) with a significant value of 0.001, so  $0.001 < 0.05$  so it can be concluded that the leadership variable has a significant influence on the performance of the Civil Service Police Service Unit employees in Parepare City.

**2. Effect of Work Culture on employee performance**

For the work environment variable, the test results obtained a value that shows t count = 2.411 while the t table value for  $n = 43$  is 2.021 because the t calculated value is greater than the t table value ( $2.411 > 2.021$ ) with a significant value of 0.021 then  $0.021 < 0.05$  so that it can be concluded that the variable work culture has a significant influence on the performance of employees of the Civil Service Police Service Unit in Parepare City.

**3. The Effect of Discipline on Employee Performance**

For the disciplinary variable, the test results obtained a value that shows t count = 2.344 while the t table value for  $n = 43$  is 2.021 because the t calculated value is greater than the t table value ( $2.344 > 2.021$ ) with a significant value of 0.024,  $0.024 < 0.05$  so that it can be concluded that the disciplinary variable has a significant influence on the performance of employees of the Civil Service Police Service Unit in Parepare City.

**Simultaneous Testing (F-Test)**

Simultaneous test (F test) is intended to determine whether the variables of leadership, work culture and discipline simultaneously have an influence on the performance of the Civil Service Police Service Unit in Parepare City. The test results simultaneously, can be seen in the following table.

**Table 2. F Test Results (Simultaneous Test)**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267.538	3	89.179	104.010	.000 <sup>b</sup>
	Residual	33.439	39	.857		
	Total	300.977	42			

In this test it is carried out with a confidence level of 5% or 0.05, in this case we can test it with the formula. At  $df_1 = 4 - 1 = 3$  and at  $df_2 = 43 - 4 = 39$ , the value of F table is 2.85. The results show that the calculated F value is greater than the F table value ( $104,010 > 2.85$ ) so that it can be concluded that all variables of leadership, work culture and discipline simultaneously or jointly affect employee performance.

With a significant value of  $0.000 < 0.05$  which indicates that together the variables of leadership, work culture and discipline have a positive and significant influence on the performance of the Civil Service Police Unit officers in Parepare City.

### **The coefficient of determination ( $R^2$ )**

The coefficient of determination basically measures how far the model's ability to explain the variation in the dependent variable.  $R$  value<sup>2</sup> close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. According to Ghazali (2006) recommends using *adjusted*  $R^2$  to measure the extent to which the model's ability to explain the variation of the independent variable. This is due to *adjusted*  $R^2$  can go up or down when an independent variable is added to the model.

The results of the calculation of the coefficient of determination (*R square*) at the Civil Service Police Unit Service in the City of Parepare can be seen in the following table:

**Table 3. Test results for calculating the coefficient of determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.889	.880	.926

Based on the results of the determination test as shown in Table 3, it can be explained that the magnitude of the coefficient of determination ( $R^2$ ) is 0.889. This coefficient of determination indicates that simultaneously the variables of Leadership, work culture and discipline on the performance of the Civil Service Police Unit Office of Parepare City contribute to improving employee performance by 88.9%, while the remaining 0.111 or 11.1% is influenced by other variables that not included in this study.

## **DISCUSSION**

The results of the study show that the three independent variables, namely leadership, work culture and discipline, have a positive and significant effect on employee performance at the Civil Service Police Unit Service, Parepare City. This indicates that

the better the pattern of leadership, work culture and good discipline, the better the employee's performance.

The influence of leadership in this study is the influence of leadership patterns on the performance of civil service police officers in Parepare City. Leadership is the ability to move people, especially subordinates, to be able to work together and productively to achieve the goals or objectives of a company or organization. The leadership role of a Head of Civil Service Police Unit in Parepare City is very influential in achieving organizational goals. The democratic leadership style of a Head of Civil Service Police Unit is very much liked by Satpol PP employees. Being fair, empathetic, accepting and acknowledging all the potential that his subordinates have, and being wise in overcoming the problems they face, is a good assessment of the employees who are their subordinates. The results of this study are in line with the research of Kepi Kusumayanti, (2020) and the results of research by Catur Windaryadi, (2018) that leadership has a positive and significant effect on the performance of civil servants.

Work culture is an important factor in achieving organizational goals. Organizations that have a good and positive work culture will make it easier to encourage their members to want to learn and continue to develop in improving their performance. As in the results of this study which showed a good work culture shown by the Civil Service Police Unit employees of the City of Parepare would be able to produce good performance as well. Employees in general are aware of their position and continue to strive to carry out the tasks for which they are responsible. The results of this study support the results of previous studies which state that work culture influences employee performance, such as the results of Nurwahidah's research (2018) with the results of work culture partially having a positive and significant effect on employee performance at the Office of Education and Culture of Bantaeng Regency. As well as the results of Muamar's research (2017) that there is a positive and significant influence of work culture on employee performance at the Office of Manpower and Transmigration of Central Sulawesi Province.

The discipline shown by the Civil Service Police Service Unit employees in the city of Parepare is classified as good according to the results of this study so that it influences performance improvement. Discipline is a form of awareness and a person's willingness to comply with rules and social norms in an organization. With good discipline, the execution of duties continues to comply with applicable regulations so that things that can harm individuals and organizations can be avoided. The importance of discipline for Civil Service Police Unit employees is something that really needs to be considered considering they are government officials who are in charge of enforcing regional regulations so they must be an example and role model for government officials and society in general.

## **CONCLUSION**

This study concludes that good leadership patterns, good work culture and discipline will be able to improve employee performance and efforts to achieve organizational goals at the Civil Service Police Service, especially in enforcing regional regulations (Perda). A good leader must have a soul to protect his subordinates and be an example by always showing good performance. Thus, good leadership, work culture and work discipline will be able to create civil service police officers who are professional, tough and dignified in carrying out their duties in the field.

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