

Leadership, Compensation, Work Discipline Are Able To Improve Performance Clerk PD Market City Of Makassar

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ABSTRACT: "The influence of the performance of the employees in this study is the clerk PD. Makassar city with The total sample as many as 70 employees. Method in the collection of data in this study is a questionnaire, interviews and documentation. Methods of data analysis using the method of descriptive and quantitative methods with multiple linear regression analysis used to measure the influence of leadership, compensation, Discipline of work on performance Clerk PD. Supermarket Makassar city. Based on a test of the free variable F leadership, compensation and discipline work together has a positive and significant influence against variables bound (employee's performance). Through testing (R) correlation coefficient obtained that level of correlation or relationship between leadership, compensation and discipline work Against Employee Performance is high i.e. relationship of 96.9%. While the rest of 0.8% is affected by other factors. And compensation is the most dominant factor affecting the performance of the employees of the Office of PD. The city of Makassar.

Keywords: Leadership, Compesation, Discipline Work and Employee's Performance

1 INTRODUCTION

Human resources is a central figure in the organization or company. Management activities will doing satisfied when the company have employees who are knowledgeable, highly skilled and efforts to manage the company in optimal as possible. The final result as the employees performance increasing by the time. According to Budi Setiyawan and Waridin (2006), the result of the performance of employees is assessed in terms of quality and quantity based on the standard of their working that determined by the organization. The excellent performance is the optimal performance. Then the performance of the appropriate standards organization will supporting the achievement of organizational goals. Explanation of a good organization is an organization that is trying to improving it's human resources, because it is a key factor to improving employees performance. The presence of the **Regional Company (Perusahaan Daerah = PD) Pasar Raya Makassar City** have tasks a formulate policies and strategies get more sources of financing to supplement the facilities and infrastructures the company. For the future, PD. Pasar Raya Makassar City is expected to finance themselves to deliver benefits in the form of deviden as financial support for development Makassar Government. In order to optimize the achievement of targets and the successful development of PD. Pasar Raya Makassar City have been formulated a BUSINESS PLAN for PD. Pasar Raya Makassar City. The Business Plan is a strategies and tactical plans that contain the problem and corrective action plan, the annual target achievement plan, as well as policy direction completely and sustainable. The first phenomenon occurs in PD. Pasar Raya Makassar City Office's is welfare issues and distribution of employees salary. Sometimes they are not balanced with the work have done, employees who are close to the superior have got higher salaries compared with employees who completed the task well. This phenomenon makes employees lazy finish their tasks. These reality impact on the performance of the company employees. According to T. Hani Handoko (2005: 165) definition of compensation is everything or something given to employees as reward or remuneration for their work. Provision of compensation to the employees based on worker rights and be an obligation at the same institution. The diversity of the fulfillment of the type of

compensation is a form of agencies 'commitment to meet the workers' rights. Compensation given to employees vary greatly from one institution to the other. Factors that affect performance in addition to compensation is working discipline. Handoko (2001: 208), states that discipline is an activity management to get the organizational standards, while Sedarmayanti (2007: 10), defines the conditions of discipline is to correct or punished employees who violate the provisions or procedures established organization. Discipline is a form of control that the implementation of the employees job has always been in the corridors of the legislation in force. The phenomenon is happening at the moment is the employees who came to the office often delayed for various reasons. In fact, their delay showed that the absence of employees discipline that owned so will decrease the performance of the employee. Low employee discipline can also be seen from the level of absence. The higher level of employees attendance it will increasing quality the company, otherwise if they are delay or absence, the quality of the company will decreasing in low level. The last phenomenon affecting employees performance decline in PD. Pasar Raya Makassar City is leadership. Leadership is the most fundamental factor inside organization. A leader must consider happy, un-happy or comfortable condition of their employees with rules of the office. Leadership is need within a government agency or organization because the lack of leadership led to commit an innovations and can coordinate all organizational functions properly. Therefore, the style of leadership that is owned by a leader should be able to create high integration and encourage employee behaviour itself. Leadership more strongly felt in the present time of globalization, especially in government agencies such as the office of the PD. Pasar Raya Makassar City as an agency that serves the needs of the community/public. Various researchers have allowed modern society has a scientific reference that is theoretical illustrate the importance of effective leadership in the life organizations. The picture is increasingly clear about the essence of leadership style to all types of organizations regardless of its purpose, its form, its nature and its size. Based on the background above, it is through this research can be used as input to be taken into consideration to see the problems that often arise. Based on the theme of research, the authors will examine more deeply through scientific research

titled "Leadership, Compensation and Discipline Ability Will Improving Employees Office Performance from PD Pasar Raya Makassar City.

2. Problem Study

- The influence of leadership on employee performance
- The influence of compensation to employee performance
- The influence of labor discipline on employee performance
- Compensation dominant influence on employee performance improvement in PD. Pasar Raya Makassar City

A. Performance

Mangkunagara (2000: 8) argues that the term performance is derived from the word job performance or the actual performance (performance or achievements actually reached someone) that work (output) in terms of quality and quantity is achieved by an employees in performing their duties in accordance with the responsibilities given to him. Rival (2005: 45) performance is a real behavior displayed by everyone as the resulting performance by employees in accordance with its role within the company. Performance is a manifestation of the work done by the employees or the organization concerned. Performance can be measured by a particular measurement (standard) where quality is related to the quality of work produced, while the quantity is the amount of working generated by a certain time, and time is the timeliness exactly plan. Leaders are individuals that capable of blowing the spirit for an organization. Another opinion stated "leadership is an attempt to influence a lot of people through communications to achieve objectives" (Dubrin, 2005:4). Siagian (2002: 62) defines "Leadership is a person's ability to influence others, in this case his sub-ordinates in a way that other people want to do the will of the leader though personally it might not be her favorite." Leadership is a collection of characteristics that should be possessed by a leader. Therefore, it can be said that leadership is a decisive factor for the life, development and even the death of a organization sector whatever they moves. Successful leaders do not only depend on how much skill of them, but can also depend on how he behaves and acts surrounding his professional jobs. Compensation is the form of return of both financial and non-financial employees receive for services rendered to the company (Anthony and Govendarajan, 2003: 73). Financial compensation in the form of salaries, wages, bonus, commissions, employees insurance, employees social assistance, benefits, vacation or another activity but still get paid. Meanwhile, in the form of nonfinancial is an interesting tasks, challenging tasks, responsibilities into opportunities, recognition and interesting work environment (Anthony and Govendarajan, 2003: 75). Hasibuan (2007: 43) defines discipline is awareness and willingness of a person to obey all the rules of the organization / company and social norms around them. Awareness is the attitude of someone who voluntarily agree with all regulations and aware of their duties and responsibilities. They will do all of the good job and not on the basis of coercion. Willingness is an attitude, behavior and actions of a person in accordance with the rules of the organization, both written and unwritten. Someone will be willing to comply with all rules and perform their duties either voluntarily or out of necessity. The conceptual framework of this study are as follows:

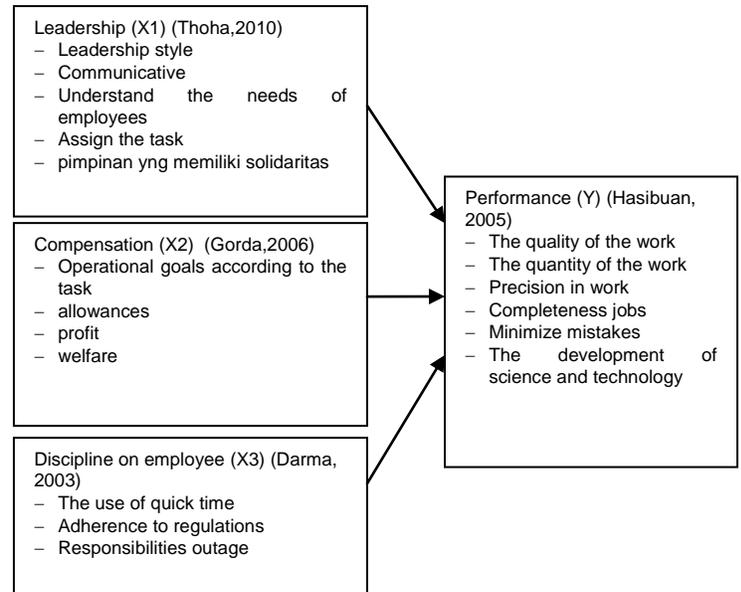


Figure 1: Conceptual Framework

4. Hypothesis

Based on the background of the problem, study objectives, theoretical concept and the formulated conceptual framework, the study hypothesis is proposed as follows:

- The existence of leadership impact to employees performance.
- The influence of compensation to employees performance.
- The influence of labor discipline on employees performance.
- Compensation dominant influence on employees performance improvement in PD. Pasar Raya Makassar City.

5. Objectives

Theoretically, it is hoped this study can be taken as a basis for further research to look at the factors of leadership, compensation, discipline of work, which affects Kinerja.Hasil expected from this study could be one of the suggestions that are meaningful and contribute to the management of PD. Pasar Raya Makassar..

6. RESEARCH METHODOLOGY

The research design will using the quantitative methods. However, this study did not rule out using the methods that are used in qualitative research. For this point, author will using both of them for maximize data observation and how to analyze it.

Sources of Data and How To Determine The Data/Information

Sources of data in this study consisted of primary data source as the empirical data obtained from direct observation of the object under study. Secondary data source coming from literature in libraries, another references and documentation.

Population and Sample

The population is a group of complete element generally can be a person, an object, a transaction or event. The study population is all of employees in PD. Pasar Raya Makassar City with number 80 people. The sample is a set or a part of

the population units. The sampling method in this study using census and the entire population of respondents. The analytical methods used to test the above hypothesis is Multiple regression with the equation:

$$Y = b_0 + b_1.X_1 + b_2.X_2 + b_3.X_3 + e_i$$

Y = Employees performance.
 X_1 = Leadership
 X_2 = Compensation
 X_3 = Labor Discipline
a = Regresi Constanta
 b_1, b_2, b_3 = Regression Correlation
 ϵ = Error term

Furthermore, to determine the effect of the independent variables related variables, either jointly or individually used F-test, t-test and the coefficient of determination (R^2) and partially (r^2). For the close relationship between Independent Variable on the dependent variable is explained by the correlation coefficient (R) if the value of $R > 0.5$ means the relationship is strong, $R = 0.5$ means that the relationship is moderate and $R < 0.5$ means the relationship is weak. To estimate the percentage dependence dependent variable and the constant interskep described by the coefficient of determination (R^2) or (R-square). If data influence interskept issued then R^2 into R^2 -correlated (Adj. R-Square). The R^2 showed the coefficient of determination is how much the dependent variable changes caused by changes in the independent variables together.

Operational definitions

Operational definition is the process of defining the variable with clear, thus becoming factors that can be measured. The operational definition and measurement in this study are as follows: Hasibuan (2005: 45) stated performance is a result to be achieved in executing the tasks assigned to them based on Employees Performance (Y) is the work showed by an employee to do a job based on their duties and functions. The indicators include: the quality of work, quantity of the work, the work accuracy, completeness work, minimize the error rate and the development of science and technology. Leadership, according Thoha (2010) is to guide, lead, build and provide motivation to work driving the organization, establish a good communication network, providing efficient supervision and bring his followers to target who you want to target in accordance with the provisions of the time and a predetermined plan, ability to influence subordinates leadership that subordinates have a high motivation in the implementation of their main tasks. The attitude indicator is the leader. Leader have to communicative and friendly, leaders who understand the needs of employees, assign tasks to subordinates leaders and leaders who have solidarity. Compensation is the entire remuneration in the form of money, goods or pleasure given by the company to employees on performance that contributed to the company. Gorda (2006), assumed indicators of compensation following the operational allowance, allowance feast, given fair incentives, rewards and recognition. Discipline is the ability of employees who should be owned to ensure orderly implementation of the regulations as well as a vehicle to maintain good relations among employees for the sake of establishment of cooperation and mutual support to each other. Their indicator used time effectively and obedience to the rules.

7. RESULTS

Testing Instrument Research

Testing instrument in studies that used questionnaires needed to determine whether the measurement tools can be used or not in the data collection process. In this test, the validity of the process is carried out and realibility answers from the questionnaire. By doing the testing process, these data expected results obtained with the hypothesis appropriate to the expected.

Validity Test

Validity test is done by correlating the score of each item with the total score of each attributes. Validity test is used to look at the accuracy and precision of a research instrument in measuring function to measure items of the statements made. The formula used in the test is the validity of Pearson Product Moment. According Sugiyono (2007: 233), corrected item total correlation is a correlation between the total score of the item, so open to interpretation by consulting critical value r-table, if r arithmetic > critical value r-table product moment the instrument is declared invalid or it can be said that the item statement of reflection of each variable in this study the existence of an otherwise valid research instrument (legal). Based on the validity of the test results is shown that the correlation number (r_{hitung}) which turned the result is greater when compared with the correlation table according to Pearson (r_{tabel}) for $n = 70$ at the level of $\alpha 0.05$ is of 0.250. All variables showed that all point statement on the questionnaire's performance is valid or is able to reveal something that will be measured by the questionnaire, so it can be used for further analysis.

The Reliability Test

Reliability tests performed to determine the stability and consistency when measurements were taken back to the same subject. Measurement reliability tests conducted by using alpha Cronbach's. Analysis of the test results performed by comparing the R tables that can be searched by interpolating the number of the questions the reliability coefficient. Testing reliability coefficient greater than the reliability coefficient table it can be concluded that the instrument proved to be reliable. From the data processing on reliability testing were obtained coefficient of reliability (alpha Cronbach's) for the variable performance of 0.759, 0.803 leadership variable, the variable compensation 0.769 and 0.779 of work discipline variables.

Hypothesis Testing

Based on the classic assumption test including normality test, multicollinearity test, and heterokedastisity test showed that the estimated regression qualified classical assumptions so that the expected results will be good in analyzing the effect of independent variables on the dependent variable. Tests on the results obtained regression testing conducted simultaneously using F-test and partial test by using t-test. It can be described for more details:

Together Hypothesis Test

The aim of the test is analyze the influence of leadership, compensation and working discipline to employees performance in PD. Pasar Raya Makassar City and find the F-

counted. The test results simultaneously, can be seen in the following table:

Together Hypothesis Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.660	3	4.220	685.360	.000 ^a
Residual	.406	66	.006		
Total	13.066	69			

Resource : Output SPSS, 2016

The data in the table above shows that the F-count value obtained is 685 360, while the F-table at the 95% confidence interval, or margin of error ($\alpha = 0.05$) will get mean square of 4220. Thus, the value of F count > F-table or $685\ 360 > 4.220$ meaning independent variables will take effect simultaneously with the dependent variable. High significance for 0.000 less than the alpha level of 0.05. It can be deduced that the variables simultaneously leadership, compensation and working discipline significant and positive impact on employee performance in PD. Pasar Raya Makassar City.

Partial Hypothesis Test

Partial hypothesis test used to see the effect of the variable of leadership, compensation and working discipline to employee performance in PD. Raya Market Makassar. The test results can be seen from the t-counted. The results of the partial test (t-test) it can be seen from the table below:

Partial Hypothesis Test (t-Test)

Independent Variable	Coefficient Regresi (B)	t- hitung	Sig
Leadership (X1)	0,361	13.536	0,000
Compensation (X2)	0,492	16.907	0,000
Working Discipline (X3)	0,099	2.565	0,013
Konsatanta (b_0)		0.195	

Resource : Output SPSS yang Diolah, 2016

Based on the partial test as in the table above shows that leadership, compensation and working discipline individually significant and positive impact on employees performance in PD. Pasar Raya Makassar City. It can be seen from the t-count value which is greater than t-table or t count is smaller than t-table. The analysis also showed the three variables that influence, it turns out variable compensation has dominant influence in improving the performance of employees in PD. Raya Market Makassar. It showed from t-count of compensation greater than t-count of leadership and of t-count of working discipline.

Leadership Influence Employee Performance in PD. Pasar Raya Makassar City

Results of hypothesis testing has proven there is influence between leadership to work performance of employees in PD. Pasar Raya Makassar City. This explain that the leadership of the performance of employees in PD. Pasar Raya Makassar City means there is a positive influence between the variables of leadership to employee performance in PD. Pasar Raya Makassar City. Based the research respondents in

questionnaire can be concluded that superior has high sense of solidarity to their subordinates and can reflect personal leader and understand the needs of employees. This is key factor will make the employees improving employees performance in PD. Pasar Raya Makassar City.

Compensation Effect on Employee Performance in PD. Pasar Raya Makassar City

Results of hypothesis testing has proven the results showed there is influence between compensation for the performance of PD. Pasar Raya Makassar City. This means there is a positive and significant influence between variable compensation for the performance of PD. Pasar Raya Makassar City. This means that the compensation to employees performance PD. Pasar Raya Makassar City means that there is a positive influence between variable compensation to employees performance PD. Pasar Raya Makassar City. Based data from respondents is highest of operational allowance granted under employees assignment. Also employees were awarded credit for his performance. It can be concluded that in order to achieve high employees performance in PD. Pasar Raya Makassar City should focus on providing operational benefits to suit the task and the type of work completed by the employees.

Effect of Working Discipline on Employee Performance PD. Pasar Raya Makassar City

Results of hypothesis testing has proven there is influence between working discipline on employees performance PD. Pasar Raya Makassar City. This means that there is a positive and significant influence between the variables of working discipline on employees performance PD. Pasar Raya Makassar City. The creation of a communication link between fellow employees and the creation of a working relationship between employees and leadership will enhance working discipline these employees so that employees performance in PD. Pasar Raya Makassar City will materialize as expected

8. Conclusion

Based on the results of research and discussion, it can be concluded as follows:

- Results of hypothesis testing has proven there is influence between leadership to working performance of employees in PD. Pasar Raya Makassar City. Based our calculations that have been done significance value smaller than α . This means that leadership is partially positive and significant impact on employees performance in PD. Pasar Raya Makassar City.
- Results of hypothesis testing has proven there is influence between compensation for the performance of PD. Pasar Raya Makassar City. Through calculations that have been done obtained significance is smaller than α . This means that the compensation partially affect the performance of PD. Pasar Raya Makassar City. This test is statistically proven that the compensation for the performance of PD. Pasar Raya Makassar City. This means that there is a positive and significant influence between variable compensation for the performance of PD. Pasar Raya Makassar City.
- The results of calculations have been done significance value smaller than α . This means that labor discipline is partially significant effect on employees performance of PD. Pasar Raya Makassar City. This means that the

working discipline partially positive influence on employee performance PD. Pasar Raya Makassar City. This means that there is a positive and significant influence between the variables of labor discipline on employee performance PD. Pasar Raya Makassar City.

- From the results of hypothesis testing more dominant is the analysis uncovers the three variables that influence, it turns out variable compensation has dominant influence in improving the performance of employees in PD. Pasar Raya Makassar City, this can be seen from compensation value greater than the value of leadership and working discipline.

9. Suggestion

Based on the above conclusions, it could be said that the first suggestion to the Director of the PD. Pasar Raya Makassar City should be a leader can give a good example to their employees, good attitude, punctuality also working discipline. The leadership can provide role models for their employees. Leaders have high solidarity on personnel as well as responsive to the needs required by employees. The second suggestion is that employees get a salary appropriate for the work will make the spirit to work and establish good cooperation to all employees and leaders will be motivated to work. The third suggestion is the availability of facilities and adequate working facilities and the creation of a working relationship between employees and leadership will help improve employee performance in PD. Pasar Raya Makassar City. Based on the conclusions drawn then the advice that can be given is the Director of the PD. Pasar Raya Makassar City for more attention to the provision of compensation for employees. The compensation is expected to increase the performance of their employees. The company should pay more attention bonus commensurate with the gains of the company, so that the employees feel the compensation is deemed fair by the burdens and responsibilities they have implemented. Based on the conclusions above, the advice can be given that the PD. Pasar Raya Makassar City should pay attention to work discipline employees in order to comply with the order that has been set for the mistakes that can be done by regular employees decreased. PD. Pasar Raya Makassar City should be able to reward employees who have high discipline such as attendance rates are high, it can affect and motivate other employees in order to improve discipline in their work, so that errors and violations that can be done by employees of bias is reduced as well as the realization maximum employees performance. Based on the above conclusions compensation more dominant influence on employee performance improvement, then in this case the PD. Pasar Raya Makassar City always pay attention to all complaints of employees as well as provide operational benefits by providing rewards and praise for their achievements to the employee so that the employee can achieve high performance in PD. Pasar Raya Makassar City.

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