

EMPLOYEE PERFORMANCE ANALYSIS THROUGH LEADERSHIP STYLE, MOTIVATION & WORK DISCIPLINE (AT WAROENG CHARITY MANADO)

ANALISIS KINERJA KARYAWAN LEWAT GAYA KEPEMIMPINAN, MOTIVASI & DISIPLIN KERJA
(DI WAROENG CHARITY MANADO)

by :

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Abstract : *Employee Performances are become important thing these days. Employee performance is assessed in terms of quality and quantity based on labor standards specified by the organization. Good performance is the optimal performance such as the appropriate performance standards of an organization and support achievement of organizational goals. There are many factors which give effect and influence in creating such a high employee performance. The purpose of this research is to know the effect of Leadership Style, Motivation and Work Discipline towards employee performance developed in Qualitative Method. This research used Qualitative Method , Descriptive Analysis to give a detail explanation about employee performance of Waroeng Charity based on the leadership style, motivation and work discipline as the factors which giving a influence to create a high or low employee performances. To ensure the accuracy of the analysis, this research uses in-depth interview until we get the saturation. The result of this research discovered that three factors are the main consideration for both employee and leader. The leadership style isn't suit enough with the employees, while the motivation & work discipline of the employee is really low. This means Waroeng Charity should reconsider to change the leadership style and focus improving the motivation and discipline by creating training and development.*

Keywords: *employee performances, leadership style, motivation, work discipline*

Abstrak : *Kinerja karyawan menjadi hal penting di era saat ini. Kinerja karyawan dinilai dari segi kualitas dan kuantitas berdasarkan standar kerja yang ditentukan oleh organisasi. Kinerja yang baik adalah mengoptimalkan standar kinerja yang diukur berdasar prestasi dan mendukung tujuan organisasi. Ada banyak faktor yang memberikan pengaruh dalam menciptakan kinerja karyawan yang tinggi. Tujuan dari penelitian untuk mengetahui pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin Kerja terhadap kinerja karyawan dikembangkan dalam Metode kualitatif. Penelitian ini menggunakan Analisis Deskriptif untuk memberikan penjelasan rinci tentang kinerja karyawan Waroeng Charity berdasarkan gaya kepemimpinan, motivasi dan disiplin kerja sebagai faktor yang memberikan pengaruh tinggi rendahnya kinerja karyawan. Untuk memastikan keakuratan analisis, penelitian ini menggunakan wawancara mendalam sampai kita mendapatkan titik jenuh (saturasi). Hasil penelitian menemukan bahwa tiga faktor yang menjadi pertimbangan utama bagi karyawan dan pemimpin. Gaya kepemimpinan kurang cocok diadaptasikan terhadap karyawan, sedangkan motivasi & disiplin kerja karyawan benar-benar rendah. Ini berarti Manajemen Waroeng Charity harus mempertimbangkan kembali untuk mengubah gaya kepemimpinan dan fokus untuk meningkatkan motivasi dan disiplin dengan mengadakan pelatihan dan pengembangan.*

Kata kunci: *kinerja, gaya kepemimpinan, motivasi, disiplin kerja*

INTRODUCTION

Research Background

In various areas of organizational life in particular, the human factors are major problems in every activity in it. Organizations is a social unity consciously coordinated with a restriction reactive can be identified, work continuously to achieve destination. All the actions taken in each activity initiated and determined by people who are members of the enterprise. Enterprises need the human resource factors that potentially good leaders and employees on the pattern of duties and oversight is determining achievement of enterprise goals. All the actions taken in each activity Human resources are a central figure in the organization or company. Order management activity goes well, the company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company as optimal as possible so that the performance of employees increased.

Employee performance is assessed in terms of quality and quantity based on labor standards specified by the organization. Good performance is the performance optimal such as the appropriate performance standards organization and support achievement of organizational goals. Good organization is an organization that seeks to improve human resource capability, because it is a key factor for improving the performance of employees. Improved employee performance will bring progress for the company to can survive in a competitive business environment that is not stable. Therefore efforts to improve employee performance is a challenge for management due to the success of achieving goals and survival of the company depends on the quality of resource performance human beings in it.

The company expects the employee who has a quality to create high performance. More employees who have high quality and performance, then productivity enterprise as a whole will rise up to the firm will be able to survive in the global competition. Employees are required to be able to solve the task of effectively and efficiently. Success can be measured through employee satisfaction consumer, reduced the number of complaints and achieving an optimal target. Employee's performance can also be measured through the completion their duties effectively and perform their roles and functions and it all related linearly and positively related to the success of a company. There are negative factors that can degrade the performance of employees, including is a decrease in the desire of employees to achieve performance, a lack of timeliness in completion of the work so that less follow the rules, influences from the environment, colleagues who also declined spirit and the absence of an example to be used as a reference in the achievement good performance. All of that is because of the decrease the performance of employees in the work. Factors that can be used to improve performance including the leadership style, motivation and discipline.

Leadership style is behavior that is used by a person when the person is trying to influence the behavior of others. Leadership style is suitable if the company has communicated goals and subordinates have accepted it. A leader must apply leadership style to manage subordinates, because a leader will greatly influence the success of the organization in achieving its objectives. The company uses the award or order as a gift and a tool to motivate employees. Leader to hear the ideas of subordinates before making a decision. The right leadership style will lead to one's motivation to excel. Success or failure in the performance of employees may be affected by his superior leadership style.

Motivation is the drive, effort and desire is within human which activate, energize and direct behavior to implement tasks well within the scope of his job. Motivation as a process that will determine the intensity, direction, and persistence of individuals in an effort to achieve the goals. Motivation as a process that stems from the strength in terms of physiological and psychological or behavioral needs that lead to or boost aimed at a goal or incentive. Discipline as an ideal state in supporting the implementation of the tasks according to the rules in order to support optimization work. One of the conditions that can be grown in the discipline work environment is, the division of labor is completely down to employees or officer, so that everyone knows what the conscious duties, how to do it, when work will start and finish, such as what work required, and to whom accountable for results of the job. For that discipline should be fostered develop in order to grow. Without the well work discipline, do not expect there will be realized a leader or employee ideal as expected by the public and corporate.

These days, every people need a social needs including hang out and entertainment. This phenomena has an important part at the growth of Hang-Out place such as, coffee shop, dining and bar. Waroeng Charity is the Coffee Shop which is growth so fast in Manado. It has been 4 years and still counting, the company still offer so many things to attract customers, but there are still weakness towards the employee performances.

Research Objective

1. To know the effect of the leadership style, motivations and work disciplines affect the employee performance.
2. To know the success factors or weakness of employee performances.

THEORITICAL REVIEW

Theories

Employee Performances

Roberts (2010) defines the meaning of performance. Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and contribute to the economy. According to Kotler, there are activities that can fix employee performances:

1. Fix the work rate
2. Compensation
3. Decision-Making
4. Training
5. Career-Development
6. Fairness

Leadership Style

Leadership development is the backbone of an organization because without good leadership will be difficult to achieve organizational goals. If leaders seek to influence the behavior of others, then that person need to think about his leadership style. Leadership Styles can be identified by their style characteristics, an implicit leadership philosophy, and a set of management skills typical of each style. According to Chester Barnard, Leadership definition is the ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action. Leadership Style Characteristics describe the emphasis a leader places on performance and people. Leadership Philosophy describes an implicit leadership philosophy based primarily on a leader's assumptions about people and the role of a leader. The Ohio State and University of Michigan studies stimulated considerable interest in leadership theory and many new theories were offered such as those by Keith Davis, Hersey and Blanchard, and Blake and Mouton. Most of the leadership theories had two things in common. They identified two basic dimensions of leadership and they resulted in four basic leadership styles which in effect described an Autocratic Leader (High emphasis on performance and low emphasis on people), Laissez Faire Leader (low emphasis on performance and people), Human Relations Leader or Paternal (low emphasis on performance and high emphasis on people), and Democratic Leader (high emphasis on performance and people).

Motivation

Motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing others in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of the organization. The motivational system must be tailored to the situation and to the organization. The next three factors were; advancement, type of work, company - proud to work for. Surprisingly, factors such as pay, benefits and working conditions were given a low rating. So after all, and contrary to common belief, money is not the prime motivator.

Work Discipline

Monnapa (2000; 161) defines discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization.

Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees. From the business dictionary, employee discipline is defined as the regulations or conditions that are imposed on employees by management in order to either correct or prevent behaviors that are detrimental to an organization.

The purpose of work discipline is not to embarrass or degrade an employee. The purpose is to ensure that an employee performs in a manner that is deemed acceptable by the organization. Does this mean that employee discipline is nothing more than being threatened with being fired? Of course it doesn't. Employee discipline is much more than that. The concept of work discipline was brought up in the early 1900s. It was during that period that Henri Fayol, a noted French management theorist, proposed the 14 principles that he felt were essential to effective management. Discipline was one of those principles. Fayol believed that a disciplined employee was one that not only was sincere about his work, but also had faith in the policies and procedures of an organization. He also believed that a disciplined employee would fulfill the orders given to him and respect management. Fayol (2002) states that discipline in the workplace was a necessity for an organization to prosper. Without it, an organization would certainly fail. Though Fayol was an avid supporter of the discipline concept, he did not believe that discipline should mimic bullying. Instead, he felt that employee discipline should be handled in a fair and just manner and should apply equally to everyone.

Previous Research

Alexander (2000), *Employee Performance and Discipline Problems: A New Approach*. He gathers the new theory of employee performance and discipline problem to diagnose and deal with performance problems and discipline requires a 'paradigm shift' on the part of management and labor. In order to be successful in making this change, the parties have to be prepared to give up established beliefs and entrenched ideas.

Chirasha (2013), *Management of Discipline for good Performance: A theoretical perspective*. According to Monnapa, discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization. Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees.

Akanbi (2000), *Influence Of Extrinsic and Intrinsic Motivation on Employee's Performance*. The importance of reward in the day-to-day performance of workers' duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees.

RESEARCH METHOD

Type of Research

To conduct this research, the researcher uses qualitative method. Bungin (2011) declared that the qualitative method is needed to find the logical answer at each phenomena which happened in period of time. Qualitative method is not as simple as quantitative method, cause in this method we need to analyze the facts and try to emulate them become a theory or to support the previous theory. Denzin and Lincoln (1994) stated that qualitative research focuses on interpretation of phenomena in their natural settings, to make senses in terms of the meanings people bring to these settings. Qualitative research involves collecting information about personal experiences, introspection, life, story, interviews, observations, historical, interactions and visual text which are significant moments and meaningful in people's lives. The type of this research is exploratory, Sekaran and Bougie (2010) used a study undertaken in a situation where there is no information available from similar problems or previous researches that have been solved in the past.

Place and Time of Research

This study was conducted between September - December, 2015 in Manado.

Population and Sample

This research uses qualitative research and the methodology used is interview and observation. In qualitative method, number is important but in the qualitative method, the research would be irrelevant if there is a limitation through determining the numbers of informants by using statistical calculation, because it is uncertain that the calculation would be able to answer the existing research problems in accordance with the actual situation. Moreover, the information from the informants from interview is more important in qualitative research and the information is the important data that is used in conducting and analyzing problems in qualitative research. Sekaran & Bougie (2009) told us that population is “the entire group of people, events, of things of interest that the researcher wishes to investigate”. The populations in this research are all the employee of Waroeng Charity Manado.

A sample is “a subset of the population which is Hair (2007) said that definition. It comprises some members selected from ‘it’. In order to ensure adequate representation of employees, purposive sampling process was used to select the sample of the study. This become necessary to obtain information from specific target groups, in this research, the samples are some employee of Waroeng Charity. The samples taken are 5 respondents. The reason why the researcher only take 5 respondents because the saturation is become clear, and objectively, the answer is similar.

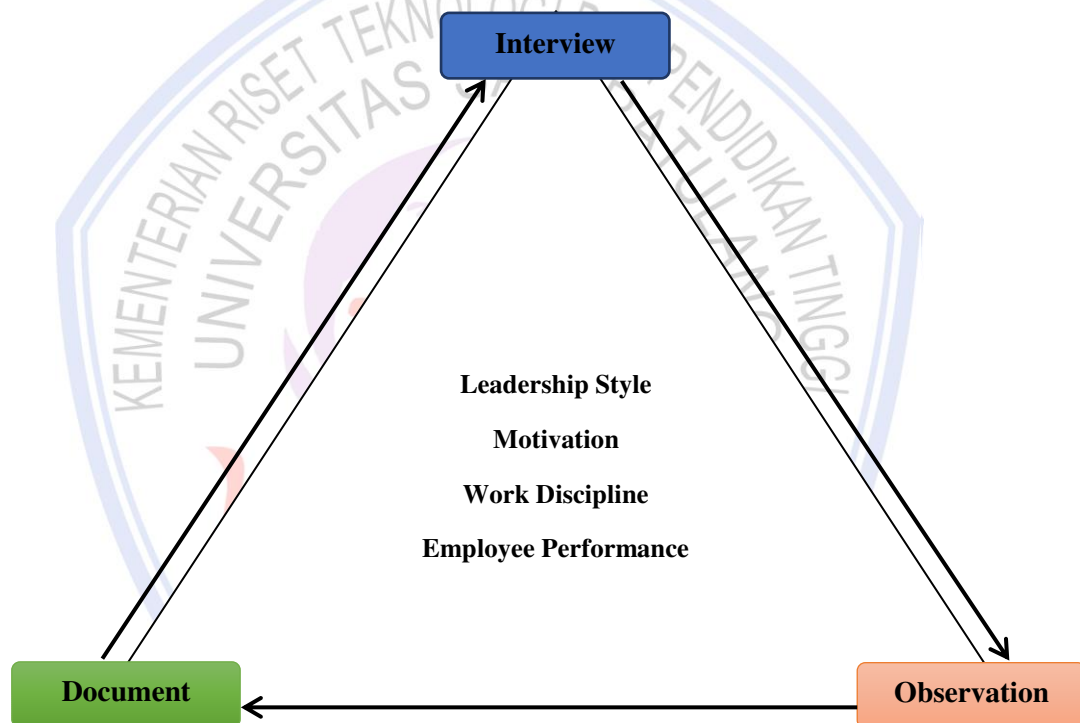


Figure 3 Triangulation Method

Operational Definition and Measurement of Research Criteria

Employee Performance

Employee performance is a comparison of the results of the real work of employees with labor standards set by the company. Some indicators for measure the extent to which employees achieve a performance on an individual basis are as follows :

Quality : The degree to which the results of the activities carried out near-perfect in the sense of the ideal ways to adjust some of the appearance of activity or meet expected goals of an activity.

Quantity : The amount produced in terms of number of units , number of cycles activities are completed.

Timeliness : The level of an activity is completed at the earliest time desired , seen from the point of coordination with the output and maximize the time available for other activities .

Effectiveness : The level of use of human resources , organizational maximized with the intent to raise profit margins or reduce loss of each unit in the use of resources.

Self-Reliance : The degree to which an employee can perform the function it works without the guidance of a supervisor to ask for help or ask participate interference supervisors to avoid adverse outcomes.

Organizational Commitment : The degree to which employees are committed to working with the organization and responsibilities of employees to the organization.

Motivation

Motivation is a factor that affects the spirit and excitement of employees to participate actively in the work process. Theory of motivation, the most famous is the hierarchy of needs Abraham Maslow disclosed. The hypothesis says that within all human beings residing five level needs, which is an indicator that is:

- a. Physiological : such as hunger, thirst , protection (clothing and housing) , sex , and other physical needs.
- b. Security : among others, safety and protection against physical harm and emotional.
- c. Social : include affection , sense of belonging , well received , and friendship.
- d. Award : includes factors such as self esteem self respect, autonomy, and achievement ;as well as the respect of external factors such as status, recognition , and attention.
- e. Self-actualization : the urge to be someone / something appropriate ambition which includes growth, achieving potential, and fulfillment of needs themselves.

Working Discipline

Discipline is the ideal state in supporting the implementation of appropriate task rules in order to support the optimization of the work .The indicators of discipline work is:

The quality of work discipline : include dating and go home on time , utilization of time for execution of tasks and capabilities develop self-potential based on positive motivation.

- a. Quantity of work : includes volume output and contribution.
- b. Compensation is required : includes advice , guidance or repairs.
- c. Workplace location or residence.
- d. Conservation : includes respect for the rule with courage to always take preventive measures against the occurrence of with the rules.

Data Analysis Method

Data obtained in qualitative analyze: to answer the research problem “how the leadership, motivation and work discipline affect the employee performance?”, researcher used qualitative research method. In qualitative research, data analysis method does not use statistical measurement. It is all because qualitative research is a way of developing theoretical concept. In order to know and understand about leadership style, motivation, work discipline and improvement of employee performance, the researcher needs the valid data which can be find by doing a direct observation. With that, the research will have the correct answer and honest opinions from the informants and will produce an accurate result in defining the research objective. Descriptive analysis study is used in this research, it is based on observation, interview and literature studies.

RESULT AND DISCUSSION.

Discussion

Leadership Style in Waroeng Charity

Based on interview, the researcher can see clearly the style of leader in Waroeng Charity for more than 4 years. Lewin (1939) declared that the autocratic style and system also known as authoritarian leadership is a style characterized by individual control over all the decisions and little input from group members. Autocratic

leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic Leadership involves absolute, authoritarian control over a group. Like other leadership styles, the autocratic style has both some benefits and some weaknesses. Autocratic leadership can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects require strong leadership to get things accomplished quickly and efficiently. This also allows group members to become highly skilled at performing certain duties, which is ultimately beneficial to the success of the entire group.

The weakness of autocratic leadership can also impair the morale of the group in some cases. People tend to feel happier and perform better when they feel like they are making contributions to the future of the group. Since autocratic leaders typically do not allow input from team members, followers start to feel dissatisfied and stifled. While autocratic leadership does have some potential pitfalls, leaders can learn to use elements of this style wisely. For example, an autocratic style can be used effectively in situations where the leader is the most knowledgeable member of the group or has access to information that other members of the group do not. Balancing this style with other approaches including democratic or transformational style can lead to better group performance.

Employees' Motivation in Waroeng Charity

The researcher finds Waroeng Charity has lack of employees motivation such as rewarding, giving incentives, securities and also self-actualization. There are two types of motivators, intrinsic and extrinsic. Intrinsic motivators include; achievement, advancement, recognition, growth, responsibility. Extrinsic motivators include; salary, benefits, working conditions, supervision, policy, safety, security. By the statement from Herzberg (2010), rather than an extremely satisfied employee looks for gratification of higher-level psychological needs (motivators) having to do with achievement, recognition, responsibility, advancement, and the nature of work itself. When employees never get any rewards or recognition for their work, they quickly start to feel that no one cares. And if no one cares, why should they bother putting in the extra effort. Managers are often quick to dole out the criticism or correction when needed, but slow to dish out the praise. It is important for the company to have formal or informal programs that allow managers to recognize the reward great performance. And it's vital for managers to make it a practice to regularly acknowledge and thank employees for their hard work and efforts.

Work Discipline in Waroeng Charity

Work discipline is one of the factor that affect employee performance. The researcher find the lack of work discipline at the workplace. Bacal (1998) states that many managers believe the word discipline has to do with punishment, actually, it doesn't. Discipline pertains to improving employee performance through a process of assisting the employee (at least at first) to learn so he or she can perform more effectively. The Commissioner and Manager have a difficult task of disciplining employees. The basic errors that the researcher finds are discipline was taken as punishment, discipline as confrontation, late recognition by the leader. By taking this consideration, lack of communication and tolerate the reason from employee, make the employee do the duties formally and don't have a good respect toward the leader.

CONCLUSION AND RECOMMENDATION

Conclusion

By using qualitative research to analyze the Leadership style, Motivation and Work Discipline on Employee Performance, there are two constructive findings. It can be concluded from the overall result in this research, which are listed as follow :

1. The Leadership Style, Motivation and Work Discipline are really affecting The Employee Performance. It can be showed by lack of commitment from the employees and also influence the performance of employee.
2. The three factors that have been researched are the main factors which affecting bad employee performance. While the other factor that appeared is lack of Training and Development of Employees.

Recommendation

There are four practical recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. In order to maximize the output of Employee Performance at Waroeng Charity, the manager must create a good working relationship between Leaders and employees. The autocratic leadership style should be changed because it has been proved already, it didn't suit with the employee very well.
2. Motivations such as security, award and self-actualization are needed to motivate and optimize the better employee performance in the near future. While the physiological need is one of the good thing which should be maintained.
3. To increase the work discipline of an employee, the manager should create a training system and development program.
4. The results can be used for the development of knowledge of human resource management, especially for Leadership Style, Motivation, Work Discipline of Waroeng Charity. While there are many factors - other factors that give impact to the Employee Performance of that has not been examined in this study.

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