



**Relationship between Leadership, Organizational Culture,
Work Discipline, Motivation and Work Environment with
the Employees Performance in Health Department,
Maybrat District of West Papua Province**

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Abstract

The success of an organization or institution in achieving its objectives cannot be separated from its human resources, since human resources are going to organize and manage other resources of the organization to help realize the goals of the organization itself. Performance is used for the assessment of the success or failure of implementation of the program, in accordance with the policy goals and objectives that have been established in order to realize the vision and mission of the organization.

In this study, the type of study is a descriptive analytic, while the design is cross sectional study conducted at the Maybrat District Health Office, West Papua in June-August 2015. This study aims to determine the relationship of leadership, organizational culture, work discipline, motivation, work environment with employee performance. In this study, the independent variable is leadership, organizational culture, work discipline, motivation and work environment while the dependent variable is the stafs performance.

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Population in this study was all employees of the District Health department in Maybrat. The sampling technique using the number of samples 131. Census data collection through the distribution of questionnaires and data analysis with Spearman Rank test. The analysis showed no association between leadership and employee performance with ($p = 0.991$), there was no relationship between organizational culture with employee performance ($p = 0.626$), but there is a relationship between the discipline of working with employee performance ($p = 0.005$), then, there is a relationship between motivation with employee performance ($p = 0.001$) and there was no relationship between work environment with employee performance ($p = 0.439$).

Keywords: Leadership; Organizational Culture; Work Discipline; Motivation; Work Environment; Employee Performance.

1. Introduction

Civil Servants is an element of the state apparatus that was instrumental in governance and development. To realize the implementation of government tasks and the development of effective and efficient, we need civil servants are professional, neutral, fair and responsible.

Condition thus can only be realized if it is supported by the management of such rely able. With the civil servant that civil servants are required to have the ability to perform tasks and responsibilities to participate in the activities of government and community development effectively and efficiently. Law No. 43 of 1999 on the main points of staffing in the explanation states that the smooth implementation of the task of governance and national development largely depends on the perfection of the state apparatus, especially civil servant. Realizing the important role of public servants, the government has a lot of activities to empower public servants so that have the ability and optimal performance in achieving national goals. Some of the obstacles in the implementation of the program at the District Health Office of Maybrat namely in 2012 from 26 planned program can be implemented only as many as 21 programs, in 2013 from the 27 programs that can be implemented [1].

Based on the above explanation, the researchers are interested and want to examine by taking the title research. Relationship Between Leadership, Organizational Culture, Work Discipline, Motivation and Work Environment with Employee Performance in Department of Health of Maybrat, West Papua.

2. Materials and Methods

In this study, the type of study is a descriptive analytic, while the design is cross sectional that held at the District Health Office of Maybrat, West Papua in June - August 2015. Independent variables in this study are leadership, organizational culture, work discipline, motivation, occupational environment, whereas dependent variable is the performance of health staffs. Sampling technique census method that overall employee at the District Health Office of Maybrat in West Papua Province with 131 people. The collection of data through the distribution of questionnaires and data analysis with Spearman Rank test.

3. Results

3.1 Characteristics of respondents described by education level, gender, echelon, religion and class

a. Employee circumstances according to education

Table 1: Employee circumstances according to education

No	Education level	n	%
1	Senior high school	19	15
2	Diploma three	76	58
3	Bachelor	33	25
4	Master	3	2
Number		131	100

From the table, it is known that an employee who has a background of a high school education were 19 people (15%), education with diploma three was 76 people (58%) education with S1 was 33 people (25%) and highly educated S2 was 3 people (2%).

b. Circumstances Employees by Gender

Table 2: Circumstances Employees by Sex

No	Sex	n	%
1	Male	60	46
2	Female	71	54
Number		131	100

Table 2 show that the number of employees by sex where male was 60 people (46%) whereas female was 71 (54%).

c. Employees state based on Echelon

Table 3: Employees state based on Echelon

No	Echelon	n	%
1	II	1	1
2	III	6	4
3	IV	25	19
4	Non Echelon	99	76
Number		131	100

Based on the above table have known employees echelon II was 1 person (1%), as the third echelon 6 was (4%), echelon IV was 25 people (19%) and non-echelon was 99 people (81%)

d. Circumstances Employees Based on Religion

Table 4: Circumstances Employees Based on Religion

No	Religion	<i>n</i>	%
1	Moslem	5	4
2	Protestant	111	85
3	Katholik	15	11
Number		131	100

Based on the table above, it is known that Muslim employees amounting to 5 people (4%), Protestant amounted to 111 (85%), Catholicism amounted to 15 (11%).

e. Under the circumstances Employee Level Group

Table 5: The Employee Level of Group

No	Level of Group	<i>n</i>	%
1	II	45	34
2	III	71	54
3	IV	1	1
4	Honoree	14	11
Number		131	100

Based on the table above, it is known that an employee has a group of class II was 45 (34%), class III was 71 (54%), class IV with 1 (1%) and Honorary was 14 (11%).

f. Distribution of respondents by leadership

Table 6: Frequency Distribution Based Leadership In Health Bureau staff Maybrat

No	Leadership	<i>n</i>	%
1	Very god	27	21
2	Good	99	75
3	Good enough	5	4
4	Not good	0	0
5	Not good at all	0	0
Number		131	100

Based on the above table it can be seen that very good leadership was 27 people (21%), respondents with good leadership was 99 people (75%), respondents with leadership is good enough was 5 (4%), respondents with leadership that is not good was 0 (0%) and respondents with not good et all leadership was 0 (0%).

3 2. Description of Variables Results

A. Distribution of Respondents by Organizational Culture

Table 7: The Organizational Culture in Employee Health Department of Maybrat

No	Organizational Culture	n	%
1	Very god	48	37
2	Good	82	62
3	Good enough	1	1
4	Not good	0	0
5	Not good at all	0	0
Number		131	100

Based on the above table it can be seen that the respondents base on the culture of the organization was that was very good 48 people (37%), respondents with good organizational culture was 82 (62%), respondents with an organizational culture that is quite a good was (1%), respondents with culture organizations that are not either 0 (0%) and respondents with an organizational culture that is not good et al 0 (0%).

B. Distribution of Respondents by Work Discipline

Table 8: Distribution of working discipline At Health Bureau staff in Maybrat

No	Working Discipline	n	%
1	Very god	3	2
2	Good	91	70
3	Good enough	37	28
4	Not good	0	0
5	Not good at all	0	0
Number		131	100

Based on the above table it can be seen that the respondents with work discipline very good was 3 people (2%), respondents with work discipline was good that 91 people (70%), respondents with work discipline fairly good 37 (28%), respondents with work discipline is not good 0 (0%) and none for not very good et all. Based on the bellow table it can be seen that respondents with motivation to work very well was 89 people (68%), respondents with motivation to work was good 42 people (32%), respondents with motivation to work good enough was 0 (0%), respondents with motivation is not good 0 (0%) and respondents with work motivation is not good at all was 0 (0%).

d. Distribution of Respondents by Work Motivation

Table 9: Distribution of Work Motivation in Employee Health Department of Maybrat

No	Working Motivation	<i>n</i>	%
1	Very god	2	2
2	Good	88	67
3	Good enough	41	31
4	Not good	0	0
5	Not good at all	0	0
Number		131	100

e. Distribution of Respondents by Work Environment

Table 10: Distribution of the Work Environment among Health Department staffs in Maybrat

No	Occupational environment	<i>n</i>	%
1	Very god	1	1
2	Good	80	61
3	Good enough	50	38
4	Not good	0	0
5	Not good at all	0	0
Number		131	100

Based on the table it can be seen that the respondents to the working environment with very good was 1 people (1%), respondents with a good working environment was 80 people (61%), then with a working environment of good enough 50 (38%), respondents with the environment that does not work either 0 (0%) and respondents with a work environment that is not very good at all was 0 (0%).

f. Distribution of Respondents by Employee Performance

Table 11: Distribution of Employee Performance In Employee Health Department in Maybrat

No	Employee Performance	<i>n</i>	%
1	Very god	37	28
2	Good	91	70
3	Good enough	3	2
4	Not good	0	0
5	Not good at all	0	0
Number		100	100

Based on table 11, the respondents with very good employee performance was 37 people (28%), respondents with the performance of a good employee was 91 people (70%), respondents with employee performance good enough was 3 (2%), respondents with employee performance is not good 0 (0%) and respondents with employee performance was not good at all was 0 (0%).

3. 3. Analysis Spearman Rank correlation test

a. Results of a Spearman correlation test rank with significance level $\alpha = 0.05$ p value 0.991 obtained so that it can be concluded that there is no significant relationship between leadership and employee performance in the District Health Office of Maybrat with a correlation coefficient of 0.001 which means the relationship is very low.

b. Results of a Spearman correlation test rank with significance level $\alpha = 0.05$ p value 0.626 obtained so that it can be concluded that there is no significant relationship between organizational culture with employee performance in the District Health Office in Maybrat with a correlation coefficient of 0.043 which means the relationship is very low

c. Results of a Spearman correlation test rank with significance level $\alpha = 0.05$ was obtained p value of 0.005 so that it can be concluded that there is a significant relationship between the discipline of work with the employee's performance in the District Health Office Maybrat with a correlation coefficient of 0.245, which means a strong relationship

d. Results of a Spearman correlation test rank with significance level $\alpha = 0.05$ was obtained p value of 0.001 so that it can be concluded that there is a significant relationship between motivation and employee performance in the District Health Office of Maybrat with a correlation coefficient of 0.278, which means a strong relationship

e. Results of Spearman Rank correlation test with significance level $\alpha = 0.05$ p value 0.991 obtained so that it can be concluded that there is no significant relationship between work environment with the performance of employees in the District Health Office Maybrat with a correlation coefficient of 0.068 which means the relationship is very low.

f. Results of a Spearman correlation test rank with significance level $\alpha = 0.05$ p value 0.991 obtained so that it can be concluded that there is no significant relationship between leadership and employee performance in the District Health Office Maybrat with a correlation coefficient of 0.001 which means the relationship is very low.

4. Discussion

1. Leadership government is the attitude, behavior and activity leader at the central and local governments in order to achieve the objectives of the administration of the State [2].

In giving the task of leadership is also always tell what tasks must be done with clear, as well as consult with employees when making decisions. The attitude of the government leader who already being felt by both the employee need support and further improved so that the goals of the organization to realize the vision and mission will be achieved optimally.

Good leadership will make employees feel comfortable with his position and can be fused with the leader. A harmonious relationship will create a pleasant working atmosphere and will affect the performance of his duties implementing performance.

2. According to Taylor as quoted by [3], is the complexity of the overall culture that consists of knowledge, belief, art, morals, law, customs and various other capabilities and habits acquired any human being as part of a community. Within an organization's cultural role in influencing employee behavior seems increasingly necessary. Organization culture can be reflected in them from the system that includes the size of the opportunity for innovation and creativity of employees, the establishment of work teams, leadership is transparent and not too bureaucratic to function better in providing job satisfaction and optimal performance in order to achieve organizational goals.

3. Discipline is the awareness and the willingness of a person to obey all the rules of organization and social norms in force. As for the meaning of consciousness is the attitude of someone who voluntarily obey all the rules and be aware of their duties and responsibilities. While the meaning of readiness is an attitude, behavior and one's deeds in accordance with the regulations either written or not [4]. Results of this study concluded that the lack of labor discipline which will have implications on the performance of employees. In order to ensure order and the smooth execution of work duties, regulation is a necessity that must be implemented and sanctions can be applied if this requirement is not implemented or violated.

4. Motivation is a factor whose presence can lead to morale and increase employee job performance [2]. One of the driving factors a person is motivated to complete their responsibilities in accordance with the time and the target of the leadership, if the leadership to direct and participate in monitoring and encouraging employees [5]. Results of this study concluded that administration by organizations lacking motivation will certainly have implications for the performance of employees. Motivation a staff will encourage him to exert capability, expertise and skill in carrying out its duties and obligations or in other words, will improve its performance.

5. The work environment is a whole tool tooling and materials are encountered, the surrounding environment where the work, working methods, as well as the arrangement works both as individuals and groups [6]. The work environment is very influential on the performance of employees, so that every organization must seek work environment in such a way so as to provide a positive influence on employee work performed [7, 8, 9]. Above circumstances indicate that in order to satisfy and improve the performance of employees in each organizational unit should take into account the work discipline and motivation [10] because these factors proved to affect the low performance of health service employees in Maybrat.

5. Conclusion

Based on the results of the research. The title of the study the relationship between leadership, organizational culture, work discipline, motivation and work environment with the performance of employees in the office of the District Health Maybrat West Papua can be concluded bahwatidak no relationship between leadership and employee performance ($p = 0.991$).

There was no association between organizational culture with employee performance ($p = 0.626$), there is a relationship between the discipline of working with employee performance ($p = 0.005$), there is a relationship between motivation and employee performance ($p = 0.001$) and there was no relationship between work environment with employee performance ($p = 0.439$).

6. Suggestion

Given the above results, the authors provide advice to the District Health Office of Maybrat to observe work discipline and welfare of employees that employee performance will get better again.

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