

Work Achievement through Leadership Roles, Motivation and Work Discipline; Study in Kendari City

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Abstract

As a Regional Work Unit (SKPD), the position of RFAMA is vital in managing regional finances, so that leadership, discipline, and work motivation are necessary for providing excellent service to interested parties. However, the work performance of the RFAMA office Kendari City has not yet been published, so it is important to do this research. This study aimed to analyze the effect of Leadership Style, Motivation and Work Discipline on Work Performance both partially and simultaneously. The research sample was 60 people taken by the census. Data were obtained through questionnaires and observation. Data were analyzed by multiple linear regression using the statistical package for social science (SPSS) version 26.0 for Windows. The results showed that both partially and simultaneously, the variables of Leadership Style, Motivation and Work Discipline had a positive and significant effect on Employee Work Achievement. This means that the leadership style has been good and can be accepted by all employees to improve employee performance within the Kendari City RFAMA scope. With a high work spirit and work motivation, it will improve the work performance of employees within the RFAMA office, Kendari City. High work discipline and enthusiasm to obey existing rules and be responsible for the assigned tasks will improve the work performance of employees within the RFAMA office, Kendari City.

Keywords: *Leadership, Motivation, Discipline and Work Achievement*



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INTRODUCTION

The human resource factor is the most critical dimension in determining the success of an organization, especially government organizations in planning and determining organizational operations. Participation in the active role of human resources itself, especially leaders and the people they lead, in this case, are employees. Humans are an element that determines the success of organizations and creatures with certain feelings, needs, and expectations. Humans made various attempts to fulfil their desires. One of them is as a member of the organization. A person's attachment to work in an organization has various purposes because the individuals involved in the organization come from different educational, economic, and social backgrounds and different motivations.

The organization of the Regional Financial and Asset Management Agency (RFAMA) of Kendari City, an autonomous regional apparatus, is the executor of the Mayor's duties in regional financial management. Regional financial management is carried out based on good governance to achieve transparent, professional and accountable financial management governance in realizing an increase in community welfare. As a government organization, RFAMA is a Regional Work Unit in its position as Head/Leader. All staff have a significant and strategic role in regional financial

management and are disciplined in providing excellent service in regional financial management interested parties.

For regional financial management to be implemented properly and to meet the demands and expectations of stakeholders or parties with interest in obtaining excellent service in regional financial management, the implementation must be carried out in a professional, transparent and accountable manner. To fulfill these demands, it is necessary to have the maximum work performance of the Kendari City RFAMA employees. Achieving great work performance needs to be supported by several factors such as effective leadership, the level of work discipline of each RFAMA employee of Kendari City, and great work motivation to meet the demands given to this agency.

In most cases, an employee's discipline will arise due to the influence of an effective leader, so that leadership effectiveness will show how to motivate employees effectively. According to Nawawi (2001) effective leadership has three characteristics, namely having technical skills in the form of special knowledge in their fields, having human skills which include the ability to work together, communicate and be able to motivate others and have conceptual skills in the form of intellectual abilities in analyzing, especially when decision-making.

The existence of work discipline is indispensable in human life, and one of the elements of field here is that relating to obedience and obedience in doing every job accompanied by high work discipline that will get optimal results. Efforts to improve employee work discipline are not made just like that, because an employee is a person who is influenced by various factors both from within (internal) and from outside (external) himself, as a result, employee discipline cannot be done effectively, efficiently and optimally.

Personal factors are very dominant influenced by competence, willingness and seriousness of employees and work atmosphere in carrying out tasks. Meanwhile, organizational factors are mainly related to the development of a positive work attitude and work climate, which is primarily determined by the leadership in the organization, or in other words that the attitude of leadership behaviour is an important determinant for the formation and development of subordinate work attitudes. A leader is a role model who is agreed to be a role model for life activities. This figure has the duty and obligation to provide protection and assistance personally and to manage activities to achieve the goals that have been programmed. This can determine the career level of workers or employees.

As theoretical support, Handayani (2010) that leadership has a significant effect on performance. Thus, motivating employees requires efforts to generate interest, desire, and work performance to keep up with developments and master skills as a noble profession. According to Sihotang (2007) a person's motivation can be driven by (1) motives, (2) expectations and (3) incentives. Someone with a strong motivation will do the job seriously or work hard; on the other hand, someone with low motivation will do the job in moderation.

Referring to this description, the factors and leadership styles greatly influence motivation and work discipline in an organization, affecting employee performance. Efforts to achieve work performance are many factors that can influence those originating from the employees themselves (behaviour), achievement motivation, work discipline and the application of leadership styles that come from the organization.

The role of motivation and work discipline will encourage employees to succeed in carrying out their duties based on a predetermined measure of work performance (Ismartaya et al., 2021). Job performance is a demand that every worker must meet. This is a reflection of the quality of a

worker. The better the work performance of a worker or employee, the more qualified the worker or employee is.

Concerning the leadership style, level of work discipline and motivation with the level of work performance of employees at the Kendari City RFAMA, of course, it must be immediately addressed so that all ranks at the Kendari City RFAMA can provide excellent service to the community in a more professional manner and can meet the targets imposed on agencies RFAMA of Kendari City. The importance of motivation and work discipline of employees in an organization in improving the work performance of employees in relation to leadership styles, this study aims to identify and analyze the leadership style, motivation and work discipline in their effect on the work performance of Civil Servants at RFAMA Kendari City empirically.

This study aims to analyze the partial influence of Leadership Style, Motivation and Work Discipline on work achievement and the simultaneous influence of Leadership Style, Motivation and Discipline on work achievement of civil servants at RFAMA Kendari City.

LITERATURE REVIEW

1. Leadership Style

The leadership style basically contains the meaning as a manifestation of the behavior of a leader concerning his ability to lead. The embodiment usually forms a certain pattern or shape. This definition of leadership style is in accordance with the opinion expressed by Davis & Warther which states that the overall pattern of actions of the leader is as perceived or referred to by subordinates. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman & Husnan, 2000; and Wen et al., 2019).

Thoaha (2003) states that leadership style is a method used by leaders to influence the behavior of others. Every leader has a leadership style, there are times when the leader does not give his subordinates the opportunity to ask questions or ask for explanations and there are times when the leader gives his subordinates the opportunity to discuss, ask questions and sometimes the leader leaves the conditions up to his subordinates (Luthans, 2002).

The leadership style which is based on two dimensions, namely attention to the task (Concern for Task) and attention to employees (Concern for People) has given birth to the theory of leadership style which is known as The Blake and Mouton Managerial Grid. As a leader, manager or leader has a role (role), activities and skills. Leaders have the role of Interpersonal Roles, Informational Roles, Decisional Roles. While their activities are: (1) verbal communication, (2) managing time and stress, (3) managing decision making, (4) acknowledging, explaining and solving problems, (5) motivating and influencing others, (6) delegating authority, (7) setting goals and explaining the vision, (8) having self-awareness, (9) building teamwork, and (10) managing conflict (Luthans, 2002).

Handoko (2003) suggests two basic style categories, namely employee orientation and task orientation, developing a model for four levels of management effectiveness: (a) System 1, managers make all decisions related to work and order subordinates to carry them out. The standards and methods of implementation are also rigidly set by managers; (b) System 2, the manager still determines the orders, but gives subordinates the freedom to comment on these orders. Subordinates are also given various flexibility to carry out their duties within the specified limits and procedures; (c) System 3, the leader sets goals and gives orders after the things are discussed first with subordinates. Subordinates can make their own decisions about how to

perform tasks. Rewards are used more to motivate subordinates than the threat of punishment; and (d) System 4, goals are set and work decisions are made by the group. If the leaders formally make decisions, they do so after considering the suggestions and opinions of group members. To motivate subordinates, managers not only use economic rewards but also try to give subordinates a feeling of need and importance.

According to Siagian (2004) the role in the organization is very central in the effort to achieve the goals and targets that have been previously set. This means that the role of the leaders concerned is something that is very coveted by all interested parties in the organization. The leadership itself has five functions, among others, as follows: 1) The leader as the determinant of the direction to be taken in the effort to achieve goals; 2) Representatives and spokespersons of the organization in relation to parties outside the organization; 3) The leader as an effective communicator; 4) Reliable mediator, especially in internal relations, especially in dealing with conflict situations; and 5) The leader as an integrator who is effective, rational, objective and neutral. On the basis of these things, the indicators in leadership are direction, relationships, influence, control and exemplary (Mohamad & Bakar, 2008)

2. Motivation

In essence, motivation is the impetus that moves someone to do an activity. So motivation is an impulse that is contained and comes from within him or from outside himself, then the impulse generates, directs, and organizes behavior to do work. Nawawi (2001) suggests that there are two types of motivation; a) Intrinsic motivation in the form of awareness of the importance or meaning of the work done, and b) Extrinsic motivation is the motivation for future work. Dimensions of employee work motivation according to Herzberg's Theory of Work motivation in Luthans (2002), namely: (1) the opportunity to achieve (achievement); (2) there is recognition / appreciation (recognition); (3) interesting characteristics of the task (work-itself); (4) the existence of responsibility; and (5) opportunities to develop a career (advancement).

3. Work Discipline

According to Davis and Warther (2004), discipline is an act of management as a driving force for the implementation of organizational standards. one of which is fostering attitude, behavior, willingness, cooperation and achievement. In short, discipline is the awareness to follow the rules that apply in the organization. Hasibuan (2004) suggests that discipline is the willingness to obey all applicable rules and norms. Willingness is the attitude, behavior and actions of a person in accordance with organizational rules, both written and unwritten. So someone will be willing to obey all the rules and carry out their duties either voluntarily or by force. Discipline can be defined if: a) Employees always come and go home on time, b) Do all work well, and c) comply with all company regulations and prevailing social norms.

The criteria used in the work discipline can be grouped into three indicators, namely: 1) Punctuality of time is in the right condition there is no difference whatsoever when the specified time arrives; 2) Loyalty / obeying the existing rules and regulations, and 3) Using and maintaining office equipment. In this study, the variable indicators of employee work discipline proposed by Rivai (2004) are: 1. Attendance / Attendance, namely coming to the office on time, leaving the office on time, always participating in other activities such as meetings, work-related apples; 2. Adherence to the duties and regulations, namely in carrying out my duties I always follow the instructions from the leadership, employees always provide the best possible service to the community according to their respective fields of duty, employees are always responsible for the

work given; and 3. Work according to procedures, namely in my work I will always follow the work procedures set by the office. At work I will always create and maintain a good working atmosphere.

4. Job Performance and Work Achievement

According to Sutrisno (2010) provides a definition of achievement, namely a record of the results obtained from certain job functions or certain activities during a certain period of time. Work performance (achievement) according to Thoha (1998) is a feeling of ability to complete a task or job. The definition of work performance is briefly put forward by Gibson as the desired result of behavior. According to Hasibuan (2000) work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and timeliness.

States that measuring work performance will consider the quantity, quality and timeliness of work. Quantity is the amount that must be completed, quality is the quality produced, timeliness is the conformity with the planned time. Flippo (1992) states that a person's work performance can be measured by: 1. Quantity: relating to timeliness, skills, accuracy and personality in carrying out work, 2. Quality: relating to the provision of additional tasks given by superiors to their subordinates, and 3. Attitude and responsibility: is the attitude that exists in employees that shows how much responsibility they are towards their peers, with their superiors and to what extent the level of cooperation in completing work.

5. The Relationship Between Leadership Style and Employee Work Achievement

The leadership style basically emphasizes respecting individual goals so that later individuals will have confidence that actual performance will exceed their performance expectations. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Guritno and Waridin, 2005). Suranta (2002) states that leadership factors also affect employee performance. Thus, the hypothesis developed is that leadership style has a positive and significant effect on job performance (H.1).

6. The Relationship Between Motivation and Employee Work Achievement

An effective job requires motivation in doing work, it can encourage someone to continue working and want to always continue their business. The stronger the work motivation, the higher the employee's performance (Rivai (2004; Hersona & Sidharta, 2017; and Foster, 2020) so that the increase in work motivation has implications for improving performance. Thus, the hypothesis built is that motivation has a positive and significant effect on work performance (H.2).

7. The Relationship Between Work Discipline and Employee Work Achievement

The implementation of discipline is also based on awareness and awareness of the creation of a harmonious condition between desire and reality. To create this harmonious condition, it must first establish harmony between the obligations and rights of employees. So it can be concluded that discipline is an attitude of loyalty and obedience to a person or group of people to written and unwritten rules, which are reflected in their behavior and actions (Aritonang, 2005; and Setiyawan and Waridin, 2006). Thus, the hypothesis that is built is that employee work discipline has a positive and significant effect on work performance (H.3).

Simultaneously, the hypothesis built is that leadership style, motivation and work discipline simultaneously have a positive and significant effect on Job Performance (H.4).

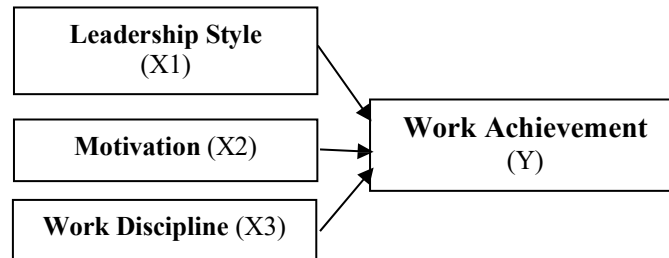


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This research was conducted at the RFAMA Office, Kendari City Southeast Sulawesi Province, Indonesia. The research population consisted of 60 employees, so that the sample was the entire population (census sampling), namely 60 people. Data obtained through questionnaires and observations. The assessment instrument uses a Likert scale (1-5). Data were analyzed using multiple linear regression analysis techniques using Statistical Package for Social Science (SPSS) version 26.0 for Windows.

The level of confidence used in the item validity test in this study was 95%. Items that have $r\text{-count} > r\text{-table}$ (0.254) were used in the study. Cronbach alpha test is used to test the level of fairness (reliability) of each variable questionnaire. A construct or variable is said to be reliable if it provides a Cronbach alpha value > 0.60 (Ghozali, 2006). While the level of reliability with the Cronbach alpha method is measured based on an alpha scale of 0 to 1. Simultaneous hypothesis test (F) is used to test the significance level of the independent variables simultaneously on the dependent variable. The model is said to be significant if $F\text{count} > F\text{table}$ or the sig. F value $\leq \alpha$ (0.05). The independent variable simultaneously it is said to have a significant effect if the value of F Count $> F$ Table or sig F value $\leq \alpha$ (0.05). In Suliyanto (2006) that a variable has a significant effect on changes in the value of Y, if the value of $t\text{count} > t\text{table}$ or $\text{sig.}t \leq \alpha$ (0.05).

RESEARCH RESULT

Classical Assumption Test (Normality and Heteroscedasticity)

The heteroscedasticity test aims to test whether in the regression model there is a constant variance in the residual from one observation to another, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur. To find out, it can be done by looking at the presence or absence of certain patterns in the chart.

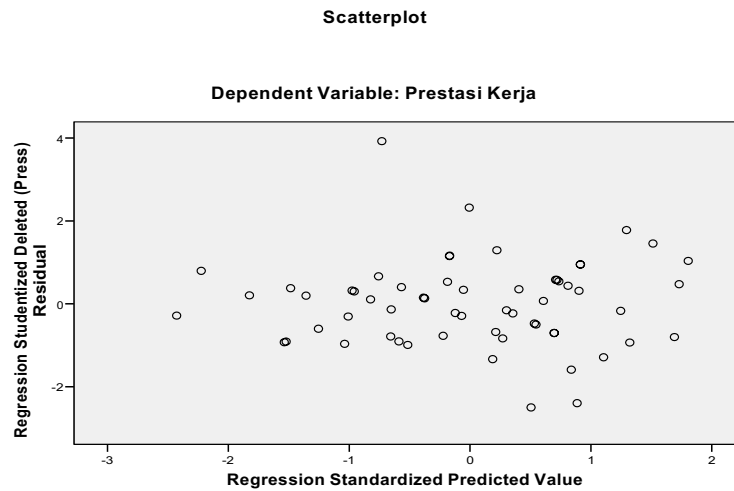


Figure 2. Homoscedasticity Test Results

From the graph, it can be seen that the dots spread randomly, do not form a clear pattern, and are evenly distributed both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classic assumption of heteroscedasticity in the regression model created. , in other words accept the homoscedasticity hypothesis. The multicollinearity test results can be seen from the magnitude of the Tolerance Value and Variance Inflation Factor (VIF). The multicollinearity test results can be seen in the appendix and can be briefly shown in Table 1.

Table 1. Multicollinearity Test

Independent Variable	Tolerance	VIF	Information
Leadership Style (X1)	0,873	1,146	Multicollinearity does not occur
Motivation (X2)	0,697	1,434	Multicollinearity does not occur
Work Discipline (X3)	0,725	1,379	Multicollinearity does not occur

Based on the table above, it shows that the VIF values that occur are all below the number 1.0. This shows that all tested variables meet the multicollinearity-free assumption.

Hypothesis Testing

Hypotheses 1, 2 and 3 in this study were tested for correctness by using a partial test. Testing is done by looking at the level of significance (p-value), if the level of significance generated from the calculation is below 0.05, the hypothesis is accepted, on the other hand, if the significance level of the calculated results is greater than 0.05, the hypothesis is rejected. From the results of the statistical calculations above, if it is included in the multiple regression formula (Ghozali, 2006), the following equation will be formed:

$$Y = 0.235X1 + 0.554X2 + 0.239X3$$

Table 2 shows that the results of the leadership style hypothesis testing show a significance value (error = 0.014). The error value is smaller than the set error (0.05), which means that the first hypothesis in this study which states that "leadership style has a positive and significant effect on work performance" is accepted.

Table 2 shows that the results of testing the motivation hypothesis show a significance value (error = 0.000). The error value is smaller than the set error (0.05), which means that the second hypothesis in this study which states "motivation has a positive and significant effect on work performance" is accepted.

Table 2 shows that the results of testing the work discipline hypothesis show a significance value (error = 0.005). The error value is smaller than the set error (0.05), which means that the third hypothesis in this study which states "Work discipline has a positive and significant effect on work performance" is accepted.

Table 2. Results of Partial Regression Calculations
Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.223	3.074		-2.024	.048
	Leadership Style	.190	.075	.235	2.541	.014
	Motivation	.653	.107	.554	6.097	.000
	Work Discipline	.219	.076	.239	2.890	.005

a Dependent Variable: Work Performance

Testing the effect of the independent variables is jointly tested using the F test where the results of simultaneous regression calculations are presented in Table 3. Based on the calculation results as shown in Table 3, the F-count value is 37,008 with a Sign F value that is smaller than 5% alpha (0.000,000 0.05). So, it can be concluded that with a confidence level of 95% it is stated that the variable leadership style, motivation and work discipline simultaneously have a significant effect on Job Performance. Hypothesis H.4: Leadership style, motivation and work discipline simultaneously have a positive and significant effect on employee work performance "accepted".

Table 3. Test Table F

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	268.812	3	89.604	37.008	.000(a)
	Residual	135.588z	56	2.421		
	Total	404.400	59			

a. Predictors: (Constant) : Leadership Style, Motivation and Work Discipline

b. Dependent Variable: Work Performance

The multiple coefficients of determination is used to see to what extent the model formed can explain the actual conditions. It can also be interpreted as the proportion (percentage) of the Y variability explained by the regression model or to measure the contribution of the independent

variable X to the diversity of the dependent variable Y (Suliyanto, 2006). The result of regression calculation shows that the coefficient of determination (R square) is 0.665 (Table 4). This means that 66.5% of variations in employee performance variables can be explained by variables of leadership style, motivation and work discipline, while the remaining 33.5% is explained by other variables not discussed in this study.

Table 4. Multiple Determination Coefficient Table
Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815(a)	.665	.647	1.556	2.027

a. Predictors: (Constant), Work Discipline, Motivation, Leadership Style

b. Dependent Variabel: Work Performance

DISCUSSION

1. The Influence of Leadership Style on Work Achievement

The results of hypothesis testing (H1) prove that there is a positive and significant influence between leadership style on employee work achievement at the Regional Asset and Financial Management Agency (RFAMA) Kendari City (value 0.014) with a confidence level of 95%, so there is a positive and significant influence on the variable leadership style on work achievement. The positive influence between leadership style on work achievement shows that a good leadership style will provide positive and significant results on improving employee work achievement. This means that there is an influence between the variable leadership style on employee work achievement. The conditions in the Kendari City Office of the Regional Financial and Asset Management Agency (RFAMA) show that the abilities possessed by their leaders have succeeded in influencing their subordinates in achieving their organizational goals. Leadership plays a very important role in organizational management, in increasing work achievement, whether a leader is successful or not, depends on his subordinates, in this case, employees.

The results of this study support the opinion of Siagian (2004), Suranta (2002), Nurhaeda (2009), Handayani (2010), Febiningtyas and Ekaningtias (2014), Febiningtyas and Ekaningtias (2014), Suwuh (2015), Dapu (2015), Hartono & Zubaidah (2017), Pangandaheng et al. (2017), Ramadhany (2017), Hersona and Sidharta (2017), Fathia et al. (2018), Maria (2018); and Ingsih (2021) that leadership style is a method used by a leader in influencing, directing, encouraging and controlling others in achieving goals. The direction and influence that the leader has on his subordinates in doing his job is in accordance with the instructions given and in accordance with the respective duties and duties so as to encourage the ability of employees to succeed in achieving the goals of the agency.

2. The Influence of Motivation on Work Achievement

The results of hypothesis testing (H2) have proven that there is a positive and significant influence between motivation on work achievement. The calculation results, in influence of motivation on employee performance at the Regional Financial and Asset Management Agency (RFAMA) Kendari City has (value of 0.000). With a confidence level of 95%, it is stated that there is

a positive and significant influence of the motivation variable on work performance. The positive influence shown between motivation on employee work performance shows that the higher the motivation of the employee, the higher the employee's work performance. This condition shows that with the motivation of employees, employees will feel motivated to improve their work performance. The expectations that employees want in their ability to improve their skills can have a positive impact on improving the work performance of their employees. Meanwhile, the incentives given in the form of economic and non-economic matters will have a positive impact in increasing work achievement.

This finding is in line with research by Ingsih et al., (2021), Maartje (2020), Sudiardhita et al., (2018), Maria (2018), Saputri & Andayani (2018), Hersona and Sidharta (2017), Hartono & Zubaidah (2017), Mariani & Sariyathi (2017), Kuddy (2017), Musdalifah (2016), Suwuh (2015), Tumilaar (2015), Langi, et al., (2015), Mulyadi & Syafitri (2015), Rifa'i & Sasmita (2015), Rizal et al. (2014), Purwati (2012), and Rivai (2004) which shows that the stronger the work motivation, performance or work performance of employees will be higher as well. The results of this study also support the opinion of Sihotang (2007) that achievement motivation is an impulse that is contained in a person so that he will always try or strive to improve or maintain the highest possible ability in all activities by using the excellence standards set in the organization.

2. The Effect of Work Discipline on Work Achievement

The results of hypothesis testing (H3) have proven that there is a positive and significant influence between work discipline on work achievement. Based on the results of the calculation, it is found that the effect of work discipline on employee work achievement at the Regional Financial and Asset Management Agency (RFAMA) Kendari City with (significance value of 0.005). With a confidence level of 95%, it is stated that there is a positive and significant influence on work discipline variables on work achievement. The positive influence between work discipline on work performance shows that the higher the work discipline of employees, the higher the employee's work achievement. This test statistically proves that work discipline has a positive and significant effect on work achievement. This means that there is a positive and significant influence between work discipline variables on work achievement in the Office of the Regional Financial and Asset Management Agency (RFAMA) Kendari City. By applying work discipline to employees, discipline will be created based on self-awareness that will create a good condition in the work achievement. Work discipline must be possessed by every employee and must be cultivated so that it will support the achievement of an increase in performance in the organizational environment.

The results of this study support previous research by Setiyawan and Waridin (2006), Aritonang (2005), Maharani (2010), Rofi (2012), Febiningtyas and Ekaningtias (2014), Dapu (2015), Hartono & Zubaidah (2017), Hersona and Sidharta (2017), Jeffrey and Soleman (2017), Razak et al., (2018), Hakim et al., (2019); and Ingsih (2021) that work discipline has a positive and significant effect on work performance. The study supports the opinion of Hasibuan (2004) that work discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities.

CONCLUSION

The leadership style has a positive and significant influence on the work achievement of civil servants at RFAMA Kendari City. This means that a good leadership style that all employees can accept will improve the work achievement of civil servants within the BPKAD of Kendari City. Motivation has a positive and significant influence on the work achievement of civil servants at

RFAMA Kendari City. This means that the high morale and work motivation they have will improve the work achievement of civil servants within the RFAMA of Kendari City. Work discipline has a positive and significant effect on the work achievement of civil servants at RFAMA Kendari City. This means that high work discipline and enthusiasm to obey the existing rules and be responsible for the assigned tasks, it will improve the work achievement of civil servants within the RFAMA of Kendari City. Leadership style, motivation and work discipline simultaneously have a positive and significant effect on the work achievement of civil servants at RFAMA Kendari City. This shows that a good leadership style, high motivation and high work discipline can improve the work performance of civil servants at RFAMA Kendari City.

Based on the results of this study, it has proven and strengthened previous research that leadership plays a role in improving performance. At the same time, leadership's role (style) can be an example and can motivate employees and increase employee discipline. Therefore, the RFAMA Office must maintain employee motivation and discipline and possess good leadership (style). The results of this study can also be a reference for other offices within the Kendari City area and in general, to continue to maintain motivation, discipline and leadership roles in improving work performance.

RESEARCH LIMITATIONS AND FUTURE RESEARCH

The limitations in this study are that the researcher only examined one government agency, in this case, the RFAMA, as the research object, so the generalization of the research results was still relatively low. Future researchers are advised to use the research object of all Regional Financial and Asset Management Agencies in districts/cities in Southeast Sulawesi province. Furthermore, to develop research models that are more complex in answering the problem of increasing ASN work performance by involving components of other variables that have not been studied in this study, using other test models for the diversity of research results obtained.

ORIGINALITY/VALUE

The originality/ value of this research is that the subject context is employees with duties and functions in financial management and regional assets. At the same time, other studies are subject to employees with public service assignments or employee performance.

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