

Performance Reviewed from the Mutation, Leadership Style, Motivation and Discipline of Employees at the Class II Tuban Penitentiary

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ABSTRACT.

This study aims to determine and explain the influence of transfers, leadership style, motivation, and discipline on the performance of employees at the Class II Tuban Penitentiary. The population of this study was 102 employees at the Class II Tuban Penitentiary, and a sample of 50 employees was selected using a total sampling technique. Data collection used a questionnaire. Data analysis used Multiple Linear Analysis. The results showed that transfers, leadership style, motivation, and discipline contributed 80.5% to performance, while the remaining 19.5% was explained by other variables not included in this study. The recommendations from this study are that employees at the Class II Tuban Penitentiary can improve their motivation and discipline, and that leaders can effectively manage the employee transfer system within their leadership, thereby further enhancing optimal performance at the Class II Tuban Penitentiary.

Keywords: *performance, transfer, leadership style, motivation and discipline, employees*

INTRODUCTION

Human resources play a crucial role in any institution. Every company naturally desires optimal work results, which is reflected in the high performance of its employees. Employee performance will improve if each employee's needs are met. Therefore, institutions must continuously motivate their employees to achieve their desired goals.

Good Human Resource Management must begin with employee recruitment, selection, placement, rotation, and transfer, and even promotions based on their abilities, ensuring employee performance. Transfers are also necessary to enhance the work environment for employees who desire them, as well as reflecting company/agency policies. Transfers are important because they ensure employees feel valued and not neglected by the agency or company, but rather place them in the right positions. Transfers are a function of employee development, as their primary goal is to improve work efficiency and effectiveness within the organization. (Suwardi, Modding & Azis, 2023).

The success or decline of an organization is caused, in part, by poor employee performance due to the ineffectiveness of leadership styles, which in turn discourages employees from carrying out their duties with total commitment. A leader, as an individual who will face various characteristics and traits of his or her members, must be able to understand all current conditions (Asyarifah & Kusmiyanti, 2021).

Leadership is a science that broadly explains how to direct, influence, and supervise others to carry out tasks according to instructions (Leonardo et al., 2021). In carrying out their duties as leaders, leaders typically employ certain leadership styles to influence the performance of their subordinates. Leadership style in an organization significantly determines employee performance. A leader can employ various leadership styles to influence and motivate subordinates to improve the quality of their subordinates' performance in carrying out their duties (Fahlevi & Kusmiyati, 2022).

Work motivation is one of the factors that determines a person's performance. The extent of work motivation's influence on a person's performance depends on the intensity of the motivation provided. Therefore, it can be said that motivation is essentially a mental state that drives action (Putra, 2020). Motivation is one of the organic functions of management. The success of motivation implementation depends on the leader's ability to implement motivational principles (Kuswati, 2020).

Good work results and performance will be achieved if employees work with discipline. This starts with discipline in costumes, working hours, their duties, obeying rules, and respecting others. If there is a decline in employee performance, it is predicted that many of the causes originate from within the individual, including competence, motivation, work discipline, and job satisfaction (Isriansyah, Luthfi & Iskandar, 2024). Work discipline is a very important operative function of human resource management because the better the discipline of a company's employees, the higher the work performance achieved and will create quality employees. Good discipline from employees will also show that the organization can maintain and maintain the loyalty and quality of its employees. From discipline, the value of the quality of work from its employees can also be known (Wau, Waoma & Fau, 2021).

Tuban Correctional Institution (Lapas) is one of the Technical Implementation Units (UPT) under the Directorate General of Corrections of the Ministry of Law and Human Rights of the Republic of Indonesia. Tuban Class II B Correctional Institution is located at Jl. Raya Tuban – Lamongan, Tuban, East Java. Tuban Class II B Correctional Institution was established in 1982 as a Class III Correctional Institution. In 2001, Tuban Prison was upgraded to a Class II B Correctional Institution. Tuban Class II B Prison has 59 employees.

Based on initial research, several data and information were obtained related to the condition of human resources at Tuban Class II Prison, quite a lot of employees who have worked in the same place for a long time or have never experienced a transfer so that they appear to be underachieving. Transfers are needed to enlighten the work environment for employees who want it and or the company/agency policy itself. Transfers are important because individuals as workers will feel appreciated and not wasted by the agency or company, but rather place workers in the right place. This can provide encouragement to the individual so that their performance increases in accordance with the expectations of the agency or company that performance effectiveness is achieved. The performance of Tuban Class II Prison employees is not yet optimal which is suspected to be due to an unsuitable leadership style, so that to

achieve the best performance, the leadership function needs to apply the right leadership style to members so that they can carry out every job to achieve the goals set by the Prison organization. The performance of Tuban Class II Prison employees is generally said to be good, however, the government still wants to improve employee performance to be even better. The government provides various kinds of encouragement for Prison employees, including providing motivation. Tuban Class II Penitentiary always strives to improve the quality of its employees, both in all aspects. One way to do this is by consistently providing constructive motivation, supported by the government, which provides remuneration to all employees. Discipline among Tuban Class II Penitentiary employees remains poor, as evidenced by employees arriving late for work and occasionally leaving the workplace for personal reasons.

RESEARCH METHODS

This type of research is a quantitative research. This research was conducted at the Class II Tuban Correctional Institution, East Java. The research period was carried out for 3 months, namely from February to April 2025. The location was chosen because the Class II Tuban Correctional Institution, East Java had never been used for similar research and the less than optimal performance of the employees was caused by the lack of maximum motivation and discipline, a leadership style that seemed inappropriate and the lack of work transfers. The population used in this study were 59 employees of the Class II Tuban Correctional Institution, East Java. The number of samples in this study was 59 employees of the Class II Tuban Correctional Institution, East Java. In this study, the sampling technique used was nonprobability sampling with the technique taken, namely saturated sampling (census). Therefore, the researcher chose a sample using a saturated sampling technique because the population was relatively small, so the sample used in this study was 59 people. The primary data in this study came from employee answers in the form of questionnaires about performance, transfers, leadership styles, motivation and discipline. Secondary data is data issued by the organization concerned and external parties to the organization that are related to the research, including; organizational structure, number of employees, job descriptions, applicable policy regulations, and so on that can be obtained in relation to the Class II Tuban East Java Penitentiary organization. In this study, the data collection techniques used included observation, questionnaires, documentation, and literature review. After the data was collected, analysis was conducted using multiple linear regression analysis tools using SPSS 25 software.

RESULTS AND DISCUSSION

Table 1 Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	4,389	Positive
2	Job Transfer	.666	Positive
3	Leadership	.192	Positive

4	Motivation	.453	Positive
5	Discipline	.029	Positive

Source: Data processing

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 4.389 + 0.666 X_1 + 0.192 X_2 + 0.453 X_3 + 0.029$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 4.389 indicates that the variables of Work Transfer, Leadership, Motivation and Discipline if the value is 0 then the Performance of Class II Tuban Penitentiary has a Performance level of 4.389.

b. Job Mutation Coefficient(β_1)

The value of the work mutation coefficient or work mutation variable (β_1) is 0.666 with a positive value. This means that for every 1-fold increase in work mutation, the performance of the Class II Tuban Penitentiary will increase by 0.666, assuming other variables remain constant.

c. Leadership Coefficient (β_2)

The Leadership coefficient or Leadership variable (β_2) is 0.192, with a positive value. This means that for every one-fold increase in Leadership, the performance of Tuban Class II Penitentiary will increase by 0.192, assuming other variables remain constant.

d. Motivation Coefficient (β_3)

The Motivation value or Motivation variable (β_3) is 0.453 with a positive value. This means that for every one-fold increase in Motivation, the Performance of Tuban Class II Penitentiary will increase by 0.453, assuming other variables remain constant.

e. Discipline Coefficient (β_4)

The Discipline value or Discipline variable (β_4) is 0.029 with a positive value. This means that for every 1-fold increase in Discipline, the Performance of Tuban Class II Penitentiary will increase by 0.029, assuming other variables remain constant.

Model Feasibility Test

Table 2 Model Testing

Model	F count	Ftable	Sig.	Standard	Information
Regression	54,708	2.79	0,000	0.05	Eligible Model

Source: Data processing

From the results of the model feasibility test, $F_{count} > F_{table}$ of $54.708 > 2.79$ was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is a simultaneous and significant influence between Job Transfer, Leadership, Motivation and Discipline on the Performance of Class II Tuban Correctional Institution and meets the feasibility test for the model.

Hypothesis Testing

Table 3 Hypothesis Testing Results

Hypothesis	t hitung	t table	Sig.	Standard	Information
H1	3,174	>2,006	.003	0.05	Ha Accepted
H2	3,167	>2,006	.009	0.05	Ha Accepted
H3	2,318	>2,006	.025	0.05	Ha Accepted
H4	2,404	>2,006	.038	0.05	Ha Accepted

Source: Data processing

Based on the results of the t-test in the table above, it can be explained in the following form:

- a. The Influence of Job Transfers on the Performance of Tuban Class II Penitentiary
The work mutation variable has a calculated t value > t table (3,174 > 2.006) and significance $0.003 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of job transfers on the performance of Class II Tuban Correctional Institution
- b. The Influence of Leadership on the Performance of Tuban Class II Penitentiary
The Leadership variable has a t-value > t-table (3.167 > 2.006) and a significance of $0.009 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Leadership on the Performance of Class II Tuban Correctional Institution.
- c. The Influence of Motivation on the Performance of Class II Tuban Penitentiary
The Motivation variable has a calculated t value > t table (2.318 > 2.006) and a significance of $0.025 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is an influence of Motivation on the Performance of the Class II Tuban Correctional Institution.
- d. The Influence of Discipline on the Performance of Tuban Class II Correctional Institution
The Discipline variable has a calculated t value > t table (2.404 > 2.006) and a significance of $0.038 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Discipline on the Performance of Class II Tuban Correctional Institution.

Coefficient of Determination Test (R²)

Table 5 Results of the Determination Coefficient

Model	R	R Square	Adjusted R Square	Information
1	.906a	.820	.805	Eligible Model

Source: Data processing

Based on the calculation results, the adjusted R square value was 0.805. This means that the variables of Job Transfer, Leadership, Motivation, and Discipline

contributed 80.5% to Performance, while the remaining 19.5% was explained by other variables not proposed in this study.

Discussion

1. The Influence of Job Transfers on the Performance of Tuban Class II Penitentiary

The work mutation variable has a calculated t value $> t$ table ($3,174 > 2.006$) and significance $0.003 < 0.05$, then mutation has a positive and significant effect on the performance of Class II Tuban Penitentiary

The results of the study on job transfers having a positive and significant effect on the performance of the Tuban Class II Correctional Institution are in line with research conducted by Fahira (2023), Suwardi, Modding & Azis (2023) and Husain (2022) which found that job transfers had an effect on the performance of the Tuban Class II Correctional Institution.

2. The Influence of Leadership on the Performance of Tuban Class II Penitentiary

The Leadership variable has a calculated t value $> t$ table ($3.167 > 2.006$) and a significance of $0.009 < 0.05$, so Leadership has a positive and significant effect on the Performance of Class II Tuban Correctional Institution.

Research results on leadership have a positive and significant effect on performance, in accordance with Mahyudin & Zahari (2021); Ali, Zaharuddin & Pratikno (2024), who found that leadership has a positive and significant effect on performance.

3. The Influence of Motivation on Performance on the Performance of Class II Tuban Penitentiary.

The Motivation variable has a value $t_{hitung} > t_{table}$ ($2,318 > 2.006$) and significance $0.025 < 0.05$ then motivation has a positive and significant influence on the Performance of Class II Tuban Penitentiary.

Research on Motivation towards on the Performance of Tuban Class II Penitentiary According to research by Putra (2020) and Kuswati (2021), the results showed that motivation has a positive and significant effect on motivation.

4. The Influence of Discipline on the Performance of Tuban Class II Correctional Institution

Discipline variable has a value $t_{hitung} > t_{table}$ ($2,404 > 2,006$) and significance $0.038 < 0.05$, then discipline has a positive and significant influence on the Performance of Class II Tuban Penitentiary.

The results of the study on Discipline on the Performance of Class II Tuban Correctional Institution have a positive and significant effect in accordance with research conducted by Isringah, Luthfi & Iskandar (2024) and Wau, Waoma & Fau (2021) which obtained results that discipline has a positive and significant effect on performance.

CONCLUSION AND SUGGESTIONS

This study aims to test and analyze employee performance, so the researcher raised the research title Performance Reviewed From Mutation, Leadership Style,

Motivation and Discipline of Class II Tuban Correctional Institution Employees. This study is a descriptive quantitative study with a population and sample of 59 Class II Tuban Correctional Institution employees using a saturated sampling method. The research instrument is a questionnaire with a Likert scale and multiple linear regression analysis. Based on the results of research on employee performance reviewed from Mutation, Leadership Style, Motivation and Discipline of Class II Tuban Correctional Institution Employees, it can be concluded that Mutation, Leadership Style, Motivation, Discipline have a positive and significant effect on Class II Tuban Correctional Institution employees. Based on the calculation results, the adjusted R square value was 0.805. This means that the variables of Job Transfer, Leadership, Motivation, and Discipline contributed 80.5% to Performance, while the remaining 19.5% was explained by other variables not proposed in this study.

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