

Leadership Model and Work Motivation of Employees Research and Development Planning Agency for Regional South Sulawesi Province



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ABSTRACT: The research aims to determine the model of leadership and motivation simultaneously on the performance of employees of the South Sulawesi Regional Development Planning Research and Development Agency. The population in this study was 186 employees of the Regional Development Planning Research and Development Agency of South Sulawesi Province and the total of samples used was 65 respondents. Data collection was carried out using the method of observation, documentation, interviews, and questionnaires. The data analysis technique used is multiple regression analysis, multiple correlation coefficient analysis, and determination coefficient analysis using the IMB statistical program for product and service solution (SPSS) version 20. The results of this study indicate that the two independent variables are leadership models (X_1) and motivation (X_2). Both have an independent or partial relationship or influence and a joint or simultaneous relationship to the dependent variable, namely performance (Y).

KEYWORDS: Leadership Model, Motivation, Performance

I. INTRODUCTION

Every existing agency, whether government, private or other organization that has a workforce, is the most important asset that must be fostered and maintained. Offices, especially those engaged in public services want the level of employee performance performs effectively in their office (Yusuf et al., 2021). The office is required to be able to optimize the potential performance of its resources. One approach to improving employee performance is leadership practice or a leadership model that is oriented toward encouraging employee motivation to achieve higher goals in a directed manner (Surya et al., 2018).

The results of the interviews in the initial data collection at the South Sulawesi Regional Research and Development Planning Agency. It can be said that the agency's leaders have provided opportunities for employees to express their opinions regarding the problems that occur (Adriansyah et al., 2020). This makes employees feel valued in the office environment. Leaders have been trying to convey to their subordinates that to achieve a target, that target must be achieved. Every government organization is required to be able to complete tasks and responsibilities (Hasniati et al., 2023). Employee success can be measured by achieving optimal performance based on the performance plan at the beginning of each year.

Lack of communication between employees and leaders can have an impact on employee performance which is still not optimal. In practice, the leadership of the South Sulawesi Research and Development Planning Agency is still not optimal. Implementation of management such as good planning, organizing, directing, and supervision, which is adequate between superiors and subordinates (Ismail et al., 2022). The lack of motivational encouragement given is what then causes employee morale.

In the South Sulawesi Regional Research and Development Planning Agency, section heads and section heads always pay attention to the cooperation of their employees, so that employees can interact and communicate with each other. Employee performance can be seen in the following table.

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Table 1. Employee performance in 2021

| No. | Goal | Performance indicators | Unit | Target | Realization | Performance achievement |
|-----|--|--|------|--------|-------------|-------------------------|
| 1 | Increased alignment of regional development planning and evaluation | Level of consistency of the RPKMD program | % | 100 | 100 | 100 |
| | | Level of consistency of the RPKMD program | % | 96 | 100 | 104 |
| | | % Regional development program indicators with achievement levels | % | 92.5 | 90.6 | 98 |
| | | % Priority suitability | % | 100 | 100 | 100 |
| 2 | Increased regional innovation with results | Percentage of research and development results utilized for innovation | % | 20 | 20 | 100 |
| 3 | Increased accountability for performance, planning, and financial management of regional apparatus | The average performance of regional apparatus (document evaluation) | % | 95 | 146.22 | 154 |
| | | The target value of the performance of regional apparatus organization employees | % | 80 | 80 | 100 |
| | | % Material findings | % | 0.06 | 0.06 | 100 |

Source: South Sulawesi Regional Research and Development Planning Agency, 2022.

Based on the data above, the performance of the employees of the South Sulawesi Regional Research and Development Planning Agency. It can be said that almost all of them have been realized except for the percentage of regional development program indicators with the level of achievement of the results being realized at 90.6 of the targets of 92.5. Indicators of the level of consistency of regional development work plan programs and indicators of the average performance of regional apparatus (document evaluation) exceed the desired target. Where employees can complete work targets in 2021 (Karim et al., 2022). Thus, this explains that the employee's performance can be said to be good even though the overall indicators have not been realized (Karim et al., 2021). By the data above, there were no significant changes to the indicators which were not realized because in 2020 the indicators also did not touch the targeted numbers.

II. LITERATURE REVIEW

Leadership Style

Leadership plays a significant role in organizational management. Humans need leadership because of certain limitations in humans. From this arises the need to lead and be led. Leadership is defined in terms of individual traits, habits, ways of influencing others, interactions, position in the organization, and perceptions of legitimate influence (Guterres et al., 2020). Leadership is the ability to influence others to achieve goals with enthusiasm. The leadership model basically contains an understanding as an embodiment of a leader's behaviour which concerns his ability to lead (Alam et al., 2021). These embodiments usually form a certain pattern or shape. The definition of such a leadership style is the opinion conveyed. The leadership model is not a talent, so it can be learned and practiced and its application must be adapted to the situation at hand. Leadership style is the behavior of the leader toward his followers or the way the leader uses to influence his followers (Farida et al., 2022).

To improve employee performance, leadership traits leading are born, these traits will ultimately psychologically affect the "style" used by a leader in leading his subordinates to work (Nugroho et al., 2020). Namely by knowing and describing the characteristics of the employee's character and whether the employee can work or whether the employee is diligent at work or in other words not lazy. Because there are 4 kinds of employee traits, there are those who can work but are lazy to work, there

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are those who cannot work but are diligent in working, there are those who cannot work and are lazy to work and there are those who can work and are diligent work (Al Banin et al., 2020).

Motivation

Work motivation is a stimulus or stimulation for every employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work resulting in significant development and growth within the organization (Rahim et al., 2022). Work motivation is the driving force that results in an employee being willing and willing to mobilize the ability to form the expertise and skills of the workforce and the time to carry out various activities for which they are responsible and fulfill their obligations to achieve the goals and various company goals that have been predetermined.

Motivation is the impulse that exists in humans that causes them to do something. If we want other people to do something through the motivation given, giving motivation should have clear goals (Karim et al., 2022). Motivation is needed in an organization because it can encourage employee performance. This goal can be achieved if the manager of an organization understands exactly the types of motivation to encourage employees to work and provide incentives for the results of their work (Sapiri & Abduh, 2019). Giving motivation should have aspects of clear goals and strong reasons because loyalty, creativity, participation, enthusiasm, openness, communication, morale, responsibility, and employee satisfaction will be increased so that productivity and performance will also increase (Kurniawan et al., 2021). According to researchers, the purpose of providing motivation is to provide a driving force that creates a person's enthusiasm so that they want to work, the importance of motivation because motivation is something that causes, distributes, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results (Morkevičiūtė & Endriulaitienė, 2020).

Employee Performance

The performance of an employee is an individual thing because each employee has a different level of ability in carrying out their duties (Surya et al., 2018). Performance is an action, not an event. The performance act itself consists of many components and is not an instantaneous result. Performance is individual because each employee has a different level of ability in carrying out their duties. Performance is the result and output produced by an employee in his role in the organization in a certain period (Wulandari et al., 2021). Good employee performance is a very important factor in an agency's efforts to increase productivity. Performance is an indicator in determining how efforts to achieve a high level of productivity in an organization or agency.

Some of the meanings defined by some of the experts above make it clear, by increasing employee performance, work will be completed more quickly, the damage will be reduced, and absenteeism will be reduced, which means that it is hoped that not only performance can be increased, but also errors in work will be minimized (Saputra, 2021). Based on several definitions of employee performance above, it can be concluded that employee performance is the achievement achieved by employees in carrying out a job in an organization so that the goals to be achieved can be carried out by the targets set (Irwan et al., 2020).

Performance is a movement of action, implementation, activity, or conscious action that is directed to achieve a certain goal or target. Without performance means there is no effort to achieve results or targets (Priarso et al., 2018). Good performance has several characteristics, namely: rational, consistent, precise, efficient, challenged, directed, disciplined, systematic, achievable, agreed upon, related to time, and oriented to group cooperation, Therefore, a person's performance must be assessed so that in its implementation it can be directed according to organizational goals.

III. RESEARCH METHODOLOGY

The research objective requires an appropriate research design, namely a research design that fits the needs of the research. The research design is the planning, structure, and research strategy to answer questions and control deviations that may occur. A study requires a research design or research strategy to assist writers in conducting research. The research design is described in the following scheme:

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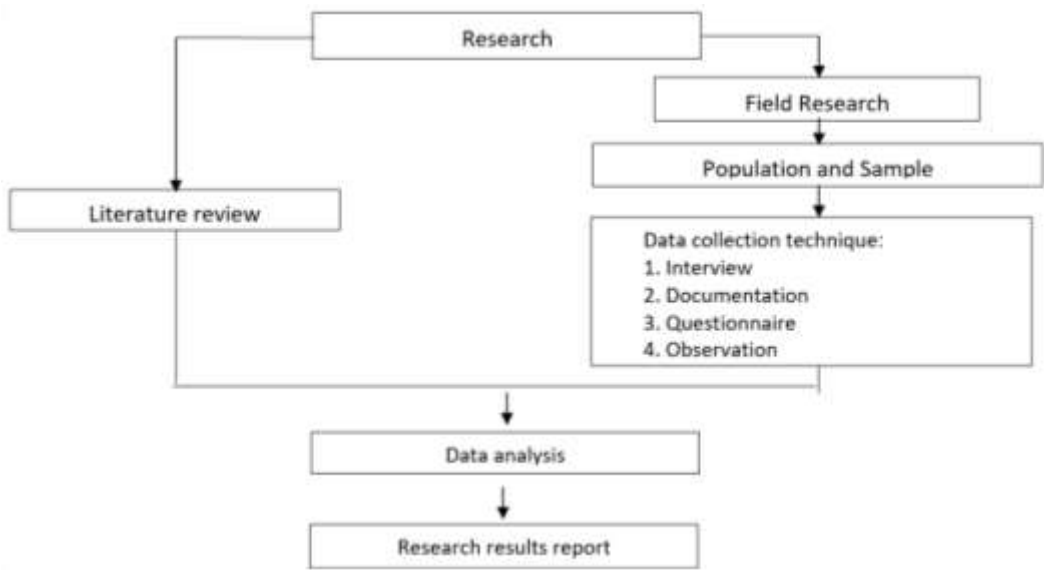


Figure 1. Research Design Scheme

The population in this study were all employees at the Research and Development Planning Agency for South Sulawesi Province, namely 186 people. The sample is part of the research population unit, in this study, the sample must represent the population to be studied by considering the limited research capabilities, which can be seen in terms of time, manpower, and funds as well as the ease of collecting data from the population, then a portion of the population is determined as the research sample truly representative of the entire population. Sampling in this study used random sampling, while the sampling technique used the formula from Slovin as follows:

$$n = \frac{N}{N.d^2 + 1}$$

Where: n = total of samples
 N= total population
 d² = error tolerance limit
 N= total population

Based on the above formula, the number of samples is obtained as follows:

$$n = \frac{N}{N.d^2 + 1} = \frac{186}{186 \cdot (0,1)^2 + 1} = 65$$

IV. RESULT AND DISCUSSION

Respondents in this study were 65 employees of the Regional Development Planning Agency for Research and Development of South Sulawesi Province. There are 4 characteristics of respondents included in this study, namely based on age, gender, length of work, and last education. To clarify the characteristics of the respondents in question, a table of respondents is presented as follows:

Table 2. Percentage of Employees by Age

| Age | Frequency (people) | Percentage |
|---------------|--------------------|---------------|
| 25-35 Years | 12 | 18.46% |
| 36-45 Years | 21 | 32.31% |
| 46-55 Years | 24 | 36.92% |
| Over 56 Years | 8 | 12.31% |
| Total | 65 | 100.00 |

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Table 3. Percentage of Employees by Gender

| Gender | Frequency (people) | Percentage |
|--------------|--------------------|---------------|
| Male | 37 | 56.93 |
| Female | 28 | 43.07 |
| Total | 65 | 100.00 |

Table 4. Percentage of Employees based on Length of Service

| Years of service | Frequency (people) | Percentage |
|------------------|--------------------|---------------|
| 0-5 Years | 11 | 16.93 |
| 5-10 Years | 25 | 38.46 |
| >10 Years | 29 | 44.61 |
| Total | 65 | 100.00 |

Table 5. Percentage of Employees Based on Educational Background

| Last education | Frequency (people) | Percentage |
|--------------------|--------------------|---------------|
| Senior High School | 8 | 12.37 |
| Bachelor | 35 | 53.80 |
| Masters | 20 | 30.76 |
| Doctor | 2 | 3.07 |
| Total | 65 | 100.00 |

A reliability test is carried out to test the accuracy and precision of the measurements. The reliability instrument was biased using the Cronbach Alpha value limit > 0.06 , so the questionnaire was declared reliable or consistent. The results of the reliability test can be seen below:

Table 6. Reliability Test Results

| Variable | Calculating Cronbach's Alpha Value | Description |
|-------------------|------------------------------------|-------------|
| Leadership models | 0.801 | Reliable |
| Motivation | 0.901 | Reliable |
| Performance | 0.816 | Reliable |

The multicollinearity test aims to determine the perfect relationship between the independent variables in the regression model. Symptoms of multicollinearity can be seen from the tolerance value and the Variant Inflation Factor (VIF) value. If the VIF value is less than 1 and the tolerance value is above 0.1 or 10%, it can be concluded that the regression model does not have multicollinearity.

Table 7. Multicollinearity Test Results

| Coefficients ^a | | | | | | | | |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | -1.426 | 2.535 | | -.562 | .576 | | |
| | Leadership models | .605 | .114 | .656 | 5.318 | .000 | .233 | 4.285 |
| | Motivation | .130 | .064 | .249 | 2.019 | .048 | .233 | 4.285 |

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Based on the results of primary data processing on simple regression results in table 14, it can be seen that the regression equation is as follows:

$$Y = -1.428 + 0.605X_1 + 0.130X_2 + e$$

The interpretation of the regression equation is:

1. The constant value is -1.428 meaning that if the leadership style and motivation are 0, then the employee performance value is -1.428.
2. The regression coefficient value of the leadership style variable is 0.605, meaning that if motivation increases by 1%, employee performance will increase by 0.605.
3. The regression coefficient value of the motivational variable is 0.130, meaning that if motivation increases by 1%, employee performance will increase by 0.130.

The results of the study show that the leadership and work motivation model variables have a significant influence on employee performance variables. This is proven by obtaining a correlation value, which means that if the leadership and work motivation model variables are assumed to be zero or no leadership and work motivation models occur, then employee performance does not change but the leadership and work motivation models experience an increase by one unit, then this can affect performance.

This is in line with research (Denok Sunarsi, 2018) which shows results showing that Leadership Style has a positive effect on educator performance, motivation has a positive effect on educator performance and work discipline has a positive effect on educator performance. Then precede with the research results which show that the t count is greater than the t table with a valid significance level. So based on the calculations that have been done, H_0 is rejected and this study succeeded in proving the second hypothesis which states that leadership and motivational models have a significant effect on employee performance.

V. CONCLUSIONS

The results of the study show that the leadership model influences employee performance in achieving predetermined work plans, the factor of a leader who can provide direct direction, can interact well with employees, apply discipline in the work environment, and become an example for subordinates will improve the quality and quantity of employee performance in each field of work contained in the Regional Development Planning Agency for Research and Development of South Sulawesi Province.

The results showed that work motivation affects employee performance. The internal motivation of each employee can be seen from personal maturity, education level, job satisfaction, employee needs, and external motivation. It can be seen from the work environment created, adequate salary, and good government situation. Both and leader factors improve the performance of each employee at the Regional Development Planning Agency for Research and Development of South Sulawesi Province. The results of the study simultaneously show that leadership and motivational models have an influence on employee performance within the scope of the Regional Development Planning Research and Development Agency of South Sulawesi Province.

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