



# The Effect of Situational Leadership Style and Work Motivation on Employee Performance Services of Social, Labor and Transmigration Bombana District

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## ABSTRACT

This study aims to test and analyze empirically the influence of leadership style and work motivation on the performance of the employees of the Research and Development Agency of Southeast Sulawesi Province. This research is an *explanatory* aims to explain the position of the variables to be studied and the relationship and influence between one variable with another variable. The population in this study were all employees of the Office of the Research and Development Agency of Southeast Sulawesi Province totaling 102 people. Due to the limited number of populations, the researcher determines the number of population units as well as being the research respondents. Data analysis used multiple linear regression analysis.

The results showed that: (1) there was a significant influence of leadership style on the performance of Balitbang Prov. Southeast Sulawesi. This means that leadership style contributes significantly to employee performance; (2) there is a significant effect of work motivation on the performance of Balitbang Prov employees. Southeast Sulawesi. This means that work motivation makes a significant contribution to employee performance; and (3) together the two independent variables, namely leadership style and work motivation, have a significant influence on employee performance. Every improvement in leadership style and work motivation will be followed by an increase in employee performance.

**Keywords:** *Leadership Style, Work Motivation and Employee Performance*

## I. INTRODUCTION

Every organization or agency in implementing the program is always directed to achieve its goals. One of the factors that become the criteria for achieving the smooth goals of an organization or agency is to identify and measure the performance of its employees. The organization is a complex entity that seeks to fully allocate human resources in order to achieve a goal. If an organization is able to achieve the goals that have been set, it can be said that the organization is effective. Along with its development, all organizations are required to be able to compete to provide maximum service, including government organizations. Likewise, government officials as public servants and government servants are required to be able to provide the best service to the community because this is already one of the functions that must be carried out by the government which has the task of carrying out the entire process of implementing development in various sectors of life starting from the central level. to the regional level.

Judging from several factual aspects, the problems faced by Bombana district in an effort to accelerate development are actually not too much different when compared to other districts that have just been divided. These problems substantially always revolve around the various limitations of human resources both in quantity and quality which are expected to be able to manage and optimize the potential of natural resources and or the potential of regional economic resources. problems related to human characteristics as subjects and actors of development.

The public's response to the current performance of the government apparatus and has not shown high capability and is unprofessional in carrying out its duties. This can be seen through various irregularities that occur in the bureaucracy which is still slow in responding to public aspirations, should prioritize the ability to carry out organizational tasks and functions, responding to aspirations public into organizational activities and programs and give birth to new innovations that aim to facilitate organizational performance as part of the form of a professional apparatus. Furthermore, we must pay attention to what is recommended by Bryson (1995: 1) that how changes in the global era are often difficult to understand and predict (unpredictable), full of uncertainty (*uncertainty*), and increasingly related to so many factors (*interconnectedness*).

The logical consequence of the influence of globalization that has penetrated all strata of the life of the nation and state, then there is no other choice but to continue to improve itself to organize the structure and resources owned so that they are of competitive value. Therefore, Human Resources (HR) is one of the key factors in building a sustainable competitive advantage (Gress & Preffer, 1995).

Human resources are an important variable in determining the success of an organization, both private and government because humans are the planners and determinants of the organization's operations. On the other hand, the low performance of bureaucrats occurs as a consequence of the overall leadership behavior and managerial style that is often used by top managers in the hierarchy of public organizations. Leadership factors and managerial styles that are feudalistic and paternalistic have a major effect on organizational performance (Siagian, 1994: 23) so that in order to improve performance, leaders are required to be able to coach, mobilize and direct all potential subordinate employees in their environment, which has a pattern of leadership style. which differ from one another.

## II. LITERATURE REVIEW

### Leadership

Leadership is an initiative to take the initiative and act in order to find alternative solutions to problems faced together through certain patterns. House in Yukl (2001: 4) defines leadership as an individual's ability to influence, motivate and make others able to contribute to the effectiveness and success of the organization. Situational leadership style is essentially a guide for leaders to behave, especially in identifying tasks and relationships between individuals and groups within the internal organization.

### Work motivation

Motivation is an adapted term derived from the Latin *movere* which means to move and the English *motive* or *motivation* which means a state within a person that causes strength, moves, encourages, and directs motivation. Motivation according to Robbins (2006: 156), is a process that causes individual intensity, in an effort to direct it continuously to achieve goals.

### Performance

In general, performance is defined as the level of success in a job either from individuals, groups or organizations/companies. Wheelen and Hunger (2001:231) define performance as the end result of activity. Where the selection of measures for performance appraisal depends on the organizational unit being assessed and the objectives to be achieved

#### • Relationship Between Research Variables

#### Situational Leadership Style and Work Motivation on Employee Performance

Robbins (2002: 529) emphasizes that it should not miss the leadership influence on employee performance, because the performance of an employee of one of them depends on the direction of the leadership will be what he should or should not do. Furthermore, Ancok (2002: 24), states that the impact of leadership on employee performance can be seen from the definition of leadership as an important tool in improving organizational performance. Leadership will make it easier to coordinate existing tasks and interests. A leader with power can direct and influence subordinates to be willing to carry out their duties.

In connection with the influence of Leadership Style and employee performance Simamora (2001: 11) suggests that: There are many advantages when a company has strong leadership, including increasing productivity and creativity, developing the quality of goods and services and motivating employees to achieve high work performance. This indicates that subordinates will have a performance beyond what is required by the organization if the leadership is effective. High subordinate performance by itself will have an impact on high organizational performance, therefore the organization will be able to survive in an increasingly competitive environment. The pattern or type of leadership that is effective in this case is able to improve organizational performance

The relationship between leadership style and employee performance can be direct and indirect. Direct relationship, for example research conducted by De Groot (2000) who conducted a study to examine the relationship between charismatic leadership style and leadership effectiveness, subordinate performance, subordinate effort, and subordinate commitment. The results of this research state that charismatic leadership is more effective when group performance increases than when individual performance increases. The research results are consistent with the findings of Likert and colleagues (1967), Yamit (1994), Hardini (2001), and Silverthorne & Wang (2001) that leadership style has an influence on performance or productivity.

#### The Influence of Situational Leadership Style on Performance.

According to Heidjrachman and Suad Husnan (2000: 219) in relation to performance, it is explained that the leadership pattern of a manager is influential in achieving the goals of an organization, choosing the right leadership style with external motivation applied in accordance with the wishes of employees will result in a high level of performance.

Because of her, the input to the theory that various types of leader behavior, and its output is subordinate to his acceptance of leadership, job satisfaction and motivation of subordinate's. Feldman and Arnold (1987) in (Mangkuprawira, 2003) state that a leader can influence the satisfaction, motivation and performance of subordinates through: (1) providing rewards; (2) the acquisition of rewards depends on the achievement of performance; (3) assisting subordinates in obtaining rewards by explaining the direction of the goal and making the direction easy to implement. Merchant in Miftah Thoha (2005), leadership in organizations can function as a tool to create motivation.

From the results of research conducted by Purnomo (2008) revealed that leadership has a positive and significant effect on performance. From the results of research conducted by Hasiru (2010) and Purnomo (2008) revealed that leadership has a positive and significant effect on performance.

**The Effect of Work Motivation on Performance**

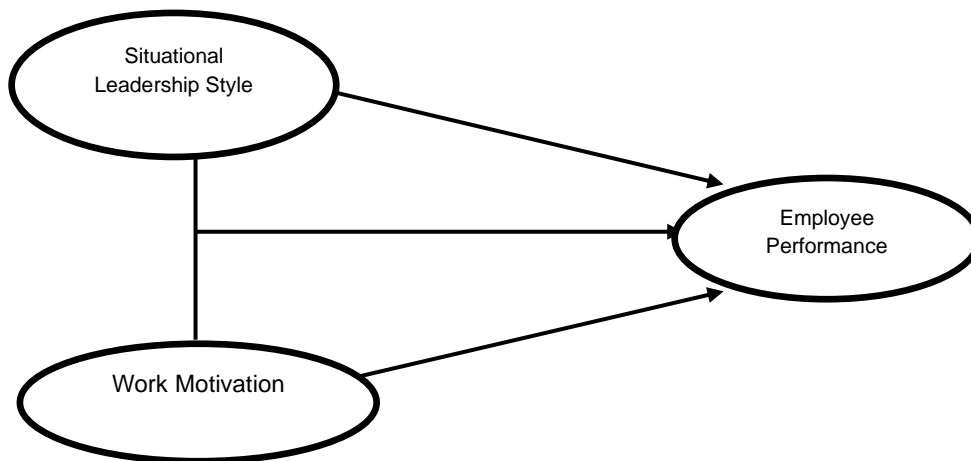
Efforts to motivate employees to be able to provide good work performance in accordance with the expectations and needs of the company is a task that is not easy to do by the company, this is because every employee has a c (1998).

In a relationship work motivation and performance, Moekijat (2003: 6) states that: Motivation has an important role in increasing employee productivity, if an employee is motivated, it is always going to have a high morale that will affect his performance. By providing the right and good motivation to employees, this can change the behavior of employees to carry out a job given to them with high morale so that company goals can be achieved.

**CONCEPTUAL FRAMEWORK**

The conceptual framework is basically a design or theoretical basis design used in research, both in the form of expert concepts, both accumulated from library materials, research results, journals and other library references.

**Figure 1. Conceptual Framework**



**III. RESEARCH METHOD**

**Research design**

Based on the nature of explaining the problem of the goals to be achieved, this research is *explanatory*, generally aims to determine the factors or influences of the arrangement of a dimension of life. The research was conducted at the Department of Social, Manpower and Transmigration in the area of Bombana District of Southeast Sulawesi province. This location was chosen *purposively* based on the consideration of the ease of data acquisition and its relevance to the research object to be analyzed. The data sources used in this study consisted of 2 (two) types, namely primary data and secondary data. The data collection method used in this study can be described as follows: Questionnaires and Documentation.

**Data analysis method**

An analytical technique in accordance with the needs of this research is multiple linear regression analysis with the help of IBM *SPSS Statistics 21*. Testing the hypothesis influence of independent variables ( $X_i$ ) jointly to the dependent variable (Y) used test F. If  $F_{sig} < \alpha 0,05$  then there is a significant effect of the independent variable on the dependent variable. Vice versa, if  $F_{sig} > \alpha 0,05$  then there is no real influence of independent variables on the dependent variable. Meanwhile, to test the effect of the independent variable ( $X_i$ ) partially used t test. If  $t_{sig} < 0,05$  then the independent variable has a significant effect on the dependent variable. And vice versa, if  $t_{sig} > 0,05$  then the independent variable has no significant effect on the dependent variable.

**IV. RESEARCH RESULT AND DISCUSSION**

Based on the relationship between variables in accordance with the theory and previous research, such as what has been proposed within the framework of the concept in Chapter III of this study the hypothesis that the model will be determined value coefficient using the tools of regression. The results of testing the hypothesis can be shown in Table 1. **Table 1. Hypothesis Testing Results**

Independent Variable	Dependent variable	Regression coefficient	p-value	Information
<i>Situational Leadership Style</i> ( $X_1$ ) and <i>Work Motivation</i> ( $X_2$ )	Employee Performance (Y)		0.000	Significant
<i>Situational Leadership Style</i> ( $X_1$ )	Employee Performance (Y)	0,555	0.018	Significant
<i>Work Motivation</i> ( $X_2$ )	Employee Performance (Y)	0,775	0.000	Significant

Source: Primary Data Processed, 2016

The results obtained coefficient of determination total for *Style Situational Leadership* ( $X_1$ ) and motivation ( $X_2$ ) on employee performance ( $Y_1$ ) amounted to  $R^2 = 0,662$ . This number can be used to look at the contribution *Styles Situational Leadership and Motivation Work* for Employee Performance. The figure has a meaning that contributes Situational leadership style and work motivation and performance of employees is about 66,20%, while the remaining 33.8% is obtained from the contribution of other factors. In other words, the strength or contribution of *Situational Leadership Style* and Work Motivation on employee performance variables.

## DISCUSSION

### Situational Leadership Style and Work Motivation on Employee Performance

The results of the analysis show that Situational Leadership Style and Work Motivation have a positive and significant effect on employee performance and support the research hypothesis which states that the higher the Situational Leadership Style and Work Motivation, the higher the employee's performance is acceptable.

Based on the results of descriptive analysis, leadership style Situational supported by behavioral indicators leaders oriented on duty subordinate classified as good, and indicators of the relationship between superiors and subordinates as very good from the two indicators style situational can improve employee performance is measured by indicators such as service orientation is included, commitment, cooperation, discipline and integrity are all good but there are still low scores, namely the indicators of integrity and discipline *and work motivation* which are supported by indicators of the desire to be responsible which are classified as good, the desire to take risks is classified as good, has planning and goals and is militant to realize relatively good job of four indicators motivation to work can improve employee performance employee as measured by indicators that service orientation, commitment, teamwork, discipline and integrity of classified all good but there is still a low value that is at indicator integrity and discipline.

The results of this study also support Noack Pariaribo, (2014) with the title the influence of leadership style and work motivation on job satisfaction and its impact on employee performance at the Regional Development Planning Agency in Supiori Regency.

### Situational Leadership Style on Performance

The results of the analysis of the direct influence of Situational Leadership Style on Employee Performance obtained a positive and significant regression coefficient value. This shows that Situational Leadership Style has an effect on Employee Performance. The positive regression coefficient means that there is a unidirectional influence between Situational Leadership Style and Employee Performance. Situational leadership style that has an indicator crown-oriented leadership behavior at duties as subordinates, and the relationship between superiors and subordinates. will improve the level of Employee Performance. This means that the better the situational leadership style, it can significantly improve the performance of employees at the Department of Social Affairs, Manpower and Transmigration of Bombana Regency.

Based on the results of descriptive analysis, Situational Leadership Style is perceived by employees at the Department of Social, Labor and Transmigration of Bombana Regency with the highest average score on the indicator of the relationship between task-oriented leadership behavior and subordinates is good, the relationship between task-oriented leadership behavior is good. subordinates are also good. It's going to have an impact on employee performance with a good attention to detail things that realized with behavioral relationships leadership oriented subordinate task. Although the Situational Leadership style has a positive and significant effect on employee performance.

The findings of this study indicate that the *Situational Leadership Style* carried out by employees of the Department of Social Affairs, Manpower and Transmigration of Bombana Regency is able to encourage employees to achieve employee performance. This finding supports research conducted by Asnur Aim (2009) and Inand Irojasa (2008) which states that all dimensions of Employee Performance, that Situational Leadership Style has an effect on Employee Performance.

### The Effect of Work Motivation on Employee Performance

The results of the analysis show that work motivation has a positive and significant effect on employee performance. With this result proves that the hypothesis that the higher work motivation then will increasing employee performance.

Based on the results of the descriptive analysis of Work Motivation is perceived as good by employees. The highest average scores on the indicators of the desire to take responsibility, which means that the desire to be responsible employees shape for Employee Work Motivation in the Department of Social, Manpower and Transmigration Bombana.

Based on the results of the descriptive analysis of the employee performance variable, employees perceive that the highest average score is on the indicator of the desire to be responsible, meaning that the work achieved by the employee in carrying out his work is in accordance with the targets set by the employee.

This study confirms that high work motivation of employees is able to increase the performance of Robbins (2006). This finding supports research conducted by Charles Akomea Bonsu and Anthony Kusi (2014). This study found that there was a positive and significant effect between work motivation variables.



## V. CONCLUSION AND SUGGESTION

### Conclusion

From the results of the discussion in this study, it was concluded that Situational Leadership Style and work motivation played a role in increasing employee performance. Thus, the Situational Leadership Style and Work Motivation are able to provide a stimulus for improving employee performance.

*Situational leadership style and work motivation* both collectively equal positive and significant influence on employee performance. This means that the better the Situational Leadership Style and Work Motivation, the better the performance of employees at the Social, Manpower and Transmigration Office of Bombana Regency.

*Situational Leadership Style* has a positive and significant effect on employee performance, meaning that the better the Situational Leadership Style can improve employee performance. Leadership style is supported by behavioral relationship factors.

*Work motivation* is supported by indicators of the desire to be responsible, the desire to take risks, have planning and goals, and militant in realizing the work. Provide a positive and meaningful impact on employee performance which is supported by indicators of the desire to be responsible, the desire to take risks, have planning and goals as well as militancy in realizing work. In other words, the better the work motivation, the better the performance of employees.

### Suggestion

Based on the weaknesses of the results of this study, it can be suggested to the next researchers as follows:

The next research will use a longitudinal design to observe the causal variables of situational leadership style and work motivation and their impact on employee performance. To be able to generalize the effect of situational leadership style and work motivation on employee performance, further research needs to be conducted in addition to SKPD as well as SKPD in other areas. The independent variables are situational leadership style and work motivation used in this study to use or add to other variables such as compensation, employee career development and others.

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