

The Influence of Leadership Style Motivation and Structure Employment on the Performance of Secretariat Employees North Musi Rawas District

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ABSTRAC

Objectives: This research attempts to examine how the regional secretariat's employees perform in relation to leadership style, motivation, and organizational structure of North Musirawas Regency, South Sumatra

Methodology: population and sample of this study were employees at the North Musirawas regional secretariat Regency as many as 50 respondents. This research is a quantitative research with Structural Equation Model (PLS-SEM) approach with Partial Least Square-Path Modeling

Finding: The outcomes of the research show that simultaneously Workplace factors like motivation and leadership style have a positive and significant impact on employee performance, but partially work structure has the greatest impact on performance.

Conclusion: In an organization the division of tasks and functions of each employee has been determined in the work structure, the work structure in question can be carried out properly, if the leadership role is able to control the main tasks and functions of each of his subordinates, besides that it is also supported by the level of work motivation. subordinates, each work unit in the organization is not able to work alone without coordination between work units. For this reason, efforts to improve employee performance, relations and cooperation between work units, and coordination between work units must support each other for the benefit of the organization controlled by the leadership element.

Keywords : Perceived Organizational Support; Job Characteristics; Work-School Conflict; EmployeePerformance.

INTRODUCTION

Leadership is a leader's manner of conduct who can encourage his employees to follow his instructions and comply Hasibuan (2017). Leaders in an organization are very important, leadership is one of the factors that trigger organizational success, Thoha (2017) argues When someone wants to influence others, they typically act in a certain way, or utilize a leadership style another person or his assistants. If managing is a skill of a leader the organization he leads with leadership that is in accordance with the needs of his employees, then the leader has a leadership spirit. Additionally, Andrew Carnes, Jeffery D. Houghton, and Christopher N. Ellison (2015) emphasize that the capacity to recognize and choose great leaders is one of the most crucial success determinants for any business. To ensure that staff are content and able to stay for a long period, choosing the correct boss is crucial.

Success and failure in achieving organizational goals can be seen in addition to the overall organizational performance which is supported by the quality of human resources within the organization, for this achievement the role of the leader manager in managing the organization has a major role as a controller of the organization, a leader in the organization must able to carry out missions that can bring HR to be able to carry out the vision to realize organization objectives, the effectiveness of the leadership is required to be able to deal with environmental changes and be able to carry out organizational changes they lead, according to Terry (2014) leader is an activity to persuade someone to enjoy something strives to get group goals, while Handyaningrat (2016) States that the skill of coordinating and motivating others to attain their goals is known as leadership, the opinion of Hasibuan (2016) that a leader must be able to provide work spirit which is a condition of how an employee does his daily work.

In addition to leadership in an organization, employee motivation at work is the main capital for the progress of an organization, employees work based on the needs and desires they expect in maintaining life, thus a motivator is needed, namely the fulfillment of physical and non-physical needs and desires needed by employees. Maeizar & Rustono (2016) motivation is a driving force for employees to work harder and earnestly in achieving the desired goals, by giving them the proper motivation, would motivate them to work more productively and efficiently so that employee performance is expected to increase, Widhianingrum (2017). In general, motivation is an impulse from within humans to take an action where the action is considered to be able to provide something that is needed or expected, thus there is an interaction between that person with someone else or an environment that can move him to do something, Erica (2012).

In addition to the work structure that can improve employee performance, the motivational role that is in the employee can increase work enthusiasm to the extent that Employees are enthusiastic about fulfilling their tasks in the workplace organization where they work, employee morale may be evident by the discipline and punctuality present as well. in completing obligations, passion projects, and work, Siagian (2016). According to Robbins & Judge (2013), who have a different perspective on employee motivation, motivation is a process used by people to work toward goals and consists of three components: intensity, direction, and persistence. Given that each motivator has a distinct objective to be attained, work serves as a stimulant of desire and a driving factor for one's readiness to work. direct and channel one's behavior, attitudes and actions to achieve goals.

It is crucial and fascinating to research the role of this void. and support of Employee performance at the local government secretary of Musi Rawas Regency, South Sumatra, is influenced by management style, employee motivation, and job organization. It is anticipated that this study will advance organizational growth, especially staff performance as a result of leadership style and division of tasks in the work structure and the factors that cause it.

LITERATURE REVIEW

Employee Performance

Employee performance is the act of completing one's task after exerting the necessary effort to find a fulfilling position, an interactive profile, and an owner or co-supporting partner (Pradhan, & Jena, 2017). In order to maximize the use of human resources and improve organizational success, this employee behavior is intended. For the administration of a firm, as a gauge of the innovation produced by individuals, and as a contribution made by individuals

to the implementation of new ideas, an effective employee performance management system is crucial (Fogaça et al., 2018). The most frequently requested intervention in the HR portfolio, job performance, as shown in the form of performance appraisal and management, is a crucial component of efficient HR management and shows the development of competencies. (Pradhan & Jena, 2017).

H1 : It is suspected that there is an effect of leadership style (X1), motivation (X2) and work structure (X3) together on employee performance (Y) at the regional secretariat of North Musirawas Regency, South Sumatra.

Leadership Style

Leadership is commonly characterized as the exercise of power and decision-making, but it may also refer to an initiative to act that results in a recurrent pattern in an effort to find a solution to a persistent issue. Leadership is the capacity of individuals to persuade, inspire, and enable others to contribute to the effectiveness and success of the organization, according to House in Yukl (2012). Therefore, in House's view, leadership may be defined as the ability to influence and inspire others in such a way that they desire to contribute to the success of the company, Sutikno (2014) contends that leadership in organizations is directed to persuade the people they lead to act as expected or directed by others who lead them, while Sutrisno (2016) asserts that leadership is a process of one's activities to move others by leading, guiding, and influencing other people to do something in order to achieve the expected results. With regard to leadership style, it varies. Thoha (2017) asserts that a person's leadership style is a behavioral norm used when attempting to shape other people's behavior in accordance with his or her own beliefs, while Rivai (2014) claims that a leader's leadership style is a collection of traits used to influence subordinates in order to achieve organizational goals, according to Nadia et al (2020) prove the findings of their study on leadership style greatly influences employee performance. The findings of this study corroborate those of Farida Agustin's. (2021) the study which suggests that positive and important effects of leadership style employee performance. The research that has been done by Jumadi (2020) that Leadership style, work motivation, and staff performance all have a favorable correlation. Indah (2019) stated from The findings of his research, which show that a participatory leadership style affects workers' productivity, are corroborated by those of Yulistian et al (2013)

H2 : It is suspected that there is an influence of leadership style on the performance of regional secretariat employees in North Musirawas Regency, South Sumatra

Motivation

The motivation of One of the key facets of human resource management is how to motivate employees. Motivation is not just about working hard; it also represents the employee's perspective on their own capabilities. Robins (2017) (2017) In general, there is a need and a desire for someone to engage in a particular activity, which serves as motivation. Wibowo (2014) cites Sutrisno (2012) as saying that motivation is a set of mechanisms that produce, guide, and sustain human action in the direction of achieving goals. Usman (2013) claims that a person's want to act is their motivation, whereas their motive is their need, desire, or impulse. According to Rivai (2014) People that are highly motivated will operate in a constructive manner so that they can accomplish their goals. The results of CionOrocomna's research (2018) that work motivation affects employee performance, so it can be ascertained that motivated employees are employees who are satisfied with the work being carried out. While the results of Ni Komang's (2020) research prove that motivation affects the career

development of the employee concerned. The results of research by Nur Avni Rozalia & Hamida Nayati umami (2015) state that motivation affects employee performance, and Luhur (2014) asserts that employee performance is influenced by motivation. Motivation is something that is very important for an institution, both government and private, if an institution or the organization wants to achieve its goals, motivation must play a role Zameer et al (2014). Actually, motivation is a need, a desire for everyone, so employee motivation means the process by which an organization or institution inspires its employees to achieve organizational goals (Afful-broni (2012) Motivation is created from employee behavior when dealing with situations and conditions where they work, motivation is also a good thing that can direct employees to work according to the organization's mission and vision where they work, Training et al, (2017)

H3 : It is suspected that there is an influence of work motivation on employee performance at the regional secretariat of North Musirawas Regency, South Sumatra.

Work Structure

The policies on this in human resource management are related to the tendency towards determining the structure of tasks and jobs. Determining the position and role of human resources in an organization is an important step and at the same time becomes the basis for facing competition and strategies in advancing the organization, Byars& Rue (2011) a situation that continues to change and the level of competition that plays sharply for every organization requires changes in job positions and tasks to lead to more effective operations, changes and evaluations of the job structure as stated by Sukmalana (2012) will be serious for employers. members of the organization, research by Jones (2013) proves that when a person's behavior towards the feelings that arise for a job can be his motivation to carry out work that is able to form his commitment to work and the organization. On the other hand, Erick. A Goodman et al (2011) proves that the values contained in the framework affect organizational commitment and for success in carrying out work and achieving individual goals requires Intellectual Capital. Research by Prodomos et al (2011) shows a positive relationship between work structure and the competence of staff, the establishment of an effective work structure by following changes in the environment and individual needs of staff can affect the emergence of commitment to achieve success and career development and contribute to the organization. Based on Bernardin's view & Russel (2013) that the job structure contains policy actions on job simplification of job expansion, job rotation, job enrichment, job simplification assumes that work can be broken down into simple and repetitive tasks maximizing work efficiency, while the considerations in Gibson et al's view (2012) provides a perspective in determining the structure of work on organizational growth, these considerations include the assignment of responsibilities and authority to facilities and norms for employee needs. In everyday life, the word performance is often used related to the form and results of work or performance or achievement. The phrase refers to the outcomes that a person or group of people have obtained by performing a task or activity. Afandi (2018) defines performance as the outcome of work that can be completed by an individual or group of individuals within an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals without breaking the law or acting unethically, while Mangkunegara (2015) defines performance as the quality and quantity of work completed by an employee while performing his duties, In Simanjuntak's opinion, it is different (2010) Performance measures how successfully tasks are carried out in relation to the company's objectives. additional performance in line with Wirawan

(2015) Performance is the output produced from a profession's functions or indications over a specific period of time.

H4 : It is suspected that there is an influence of work structure on the performance of the regional secretariat employees of North Musirawas Regency, South Sumatra

Figure 1 shows the conceptual framework of this study, which is inferred from the summary above.

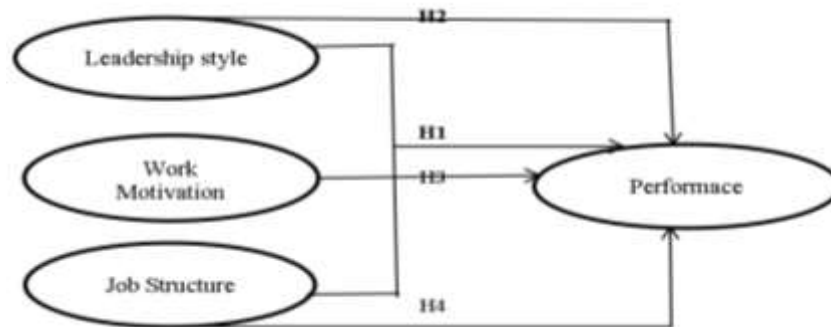


Figure 1. Conceptual Framework

METHOD

Research Design

In this study, the impact of work structure and leadership style on employee performance is investigated. Based on the amount of explanation, the research was carried out quantitatively, more precisely through causal associative research. A questionnaire instrument was utilized in the survey method of data collecting. Before the questionnaires were handed out, a pilot survey was conducted with 50 employees of the regional government secretariat in the South Sumatran district of Musirawas to test the research tool. This survey served as the research sample for this study because a saturated sample of all respondents was used. Partial Least Square Structural Equation Model was used to analyze the data (PLS-SEM).

Population and Sample

All employees who work for agencies or businesses in Jakarta and are enrolled in Master's programs at various approved postsecondary institutions A make up the population of this study. Students who are full-time, permanent employees are needed for the research sample. Purposive sampling is used for the sample process because of the aforementioned requirements. The sample size required for this investigation was determined using the Hair et al. (2014) approach, which involved multiplying the number of parameters by 5 to 15 times. The sample size is five times the number of parameters, or 55, or 275 respondents.

Measurement

The concepts used to measure each variable are described in dimensions and items with reference to the literature review. Each question was scored using a 5-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree. Using Campbell's (1990)

measurement, which has four dimensions—work quality, quantity, accuracy, effectiveness, and independence—employee performance is assessed. Leadership Style is measured using Thoha (2017) with 4 dimensions, communication, consultation, participation and delegation. work motivation support is measured using Robbins (2017) with 3 dimensions, work performance, aplicate relationship, power. work structure was measured using Gibson (2017) with 4 dimensions, work load, job function, work relationship and job adjustment

RESULTS AND DISCUSSION

Result

The study group is an employee who works at the local government agency, the secretariat of the Musirawas Regency in South Sumatra. According to the demographics of the 50 research participants, 54% of them were men and 46% were women. 30% under 20-35 years 10% between 36-55 years 76% years. above 56 years 14% The respondents' working time between 10 to 15 years was at most 34%, with the majority of respondents' staff roles, namely 62 %.

The Smart PLS 3.0 tool is used in this study's PLS-SEM data analysis. Analyses start with a measuring model evaluation (outer model). The convergent validity test determined that all indicators of each construction had an outside loading value over 0.7, which shows that all indicators are the appropriate measuring tools to measure the variables, based on the results of the outer model analysis calculations in Table 1. All variables have AVE (Average Variance Extracted) values greater than 0.5, which denotes a high level of convergent validity. Cross loading's use in the discriminant validity test reveals that each indicator's loading factor value is higher for one construct than it is for the others, demonstrating the high validity of each measured variable.

Table 1. Mean, Convergent Validity, Discriminant Validity, Construct Reliability

Variable	Indicators	Mean	Outer Loading	Cross loading				AVE	Reliability	
				EP	JC	WSC	POS		CA	CR
EP	Work quality	4,37	0,863	0.917	0.624	0.728	0.473	0.784	0.935	0.940
	Work quantity	4,25	0,852	0.970	0.581	0.756	0.427			
	Work accuracy	4,40	0,909	0.925	0.564	0.621	0.455			
	Effectiveness	4,13	0,909	0.625	0.578	0.572	0.473			
	Independence	4,20	0,817	0.820	0.625	0.642	0.475			
LS	Communication	4,46	0,791	0.712	0.817	0.568	0.486	0.685	0.900	0.929
	Consultation	4,17	0,896	0.672	0.720	0.582	0.473			
	Participation	3,34	0,806	0.656	0.811	0.429	0.421			
	Delegation	3,86	0,840	0.660	0.814	0.446	0.438			
WM	Work Performance	4,49	0,803	0.646	0.521	0.786	0.411	0.774	0.895	0.911
	Appliate -relationship	4,40	0,808	0.616	0.566	0.752	0.439			
	Power	4,45	0,942	0.614	0.544	0.767	0.423			
WS	Work Load	3,82	0,964	0.561	0.425	0.379	0.822	0.760	0.760	0.862
	Job-fungtion	4,29	0,768	0.532	0.452	0.459	0.851			
	Work-relationship	4,27	0,853	0.563	0.361	0.492	0.860			
	Job-adjustment	4,35	0,798	0.527	0.391	0.478	0.811			

Source: Results of data processing using PLS 3.0, 2022.

Abbreviation: EP = Employee performance, LS = Leadership, WM = Work-motivation

WS = Work-structure, CA = Cronbach's Alpha, CR = Composite Reliability

The inner model analysis follows, as shown in Table 2. Testing R-square, Q², and GoF is the initial stage in evaluating the model. The R-square value is in the moderate range with a value of 0.441. This indicates that while the unanalyzed variable accounts for 55.9% of the variation in the dependent variable, the model constructed can only explain 44.1% of it. The Q² value is more than zero at 0.441. It shows how highly predictive relevance the model is. The overall degree of the model's appropriateness with the data is strong, as indicated by the GoF value of 0.694, which is greater than the threshold value of 0.38 for a good model's suitability.

Table 2. Inner Model: R Square, Q², GoF

	R Square	R Square Adjusted	GoF
EP	0.814	0.663	0.694
LS	0.774	0.599	
WM	0.901	0.900	
WS	0,801	0,797	

Source: Results of data processing using PLS 3.0, 2022.

The following step is to examine the validity of the hypothesis by analyzing the t-statistic or p-value on the algorithm bootstrapping report. The hypothesis is first accepted if the t-statistic value exceeds the crucial value 0.05 (1.96). Second, comparing the p-value with the degree of uncertainty () 0.05 can also be used to evaluate significance. The hypothesis is accepted if the p-value is less than alpha () 0.05, and it is rejected if the p-value is higher than alpha () 0.05. Table 3 and Figure 2 display the findings of the hypothesis testing. Three of the four hypotheses proposed in this study are supported by the findings, which 1 rejected

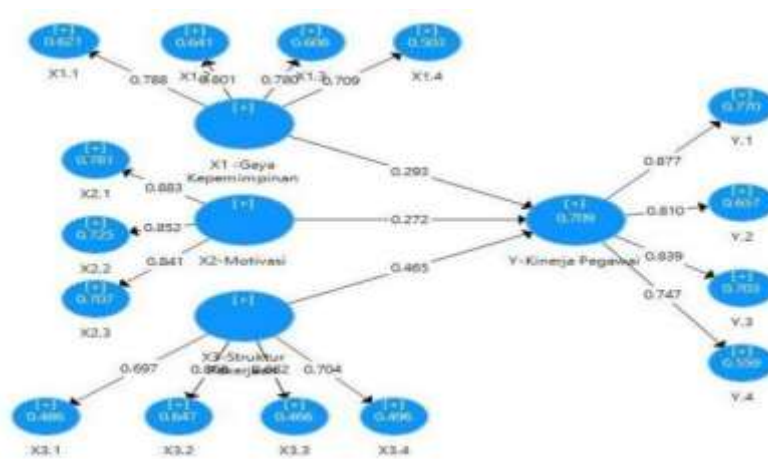


Figure 2. Hypothesis Testing Results

Source: Results of data processing using PLS 3.0, 2022.

Table 3. Hypotheses Testing Results

	Original Sample	Standard Deviation	t Statistic	p. Value	Conclusion
Leadership style □ Performance	0.293	0.112	2.404	0.021	H1: accepted
Motivation □ Performance	0.272	0.027	2.072	0.044	H2: accepted
Work structure □ Performance	0.465	0.024	4.272	0.000	H3: accepted

Source: Results of data processing using PLS 3.0, 2022.

The fourth hypothesis is the interaction of organizational structure, motivation, and leadership style on worker performance. Using the F-test and the research test criterion of 0.5 at the critical limit, the effect is simultaneously tested. The result is considered significant if the calculated F is more than the F table of 2.294 ($db_1 = 3$ and $db_2 = nk - 1 = 42 - 3 - 1 = 38$) = 2.852.. The statistical value of the F test is obtained from the following calculations:

Table 4. Testing the Path Coefficient Simultaneously X-Y

Hipotesis	R ²	F-hitung	F-tabel	Keputusan	Kesimpulan
□i=0	,709	30,8614	2,852	H0 ditolak	Signifikan

Source: Data processing results

The calculated F value is 30,489. When the statistical value of the F test is calculated and it is determined that the F-count is more than the value of the F-table ($F=30.8614 > 2.852$), the findings of the H0 test are rejected and the results of the Ha test are accepted. It is clear from the findings that work organization, motivation, and leadership style all have an impact on employee performance.

Discussion

The outcomes demonstrated a beneficial relationship between leadership style and worker performance. This implies that in improving the performance of leadership changes with the art they master or the style they master are able to move their subordinates well, according to the opinion, Nadia et al (2020) substantiate their research's findings that a leader's style has a big impact on how well their team members perform. The findings of this study are consistent with those of Farida Agustin's research, published in 2021, which contends that a leader's style has a favorable and significant impact on a team's success..

The theoretical approach that was developed about leadership style, Thoha (2017) asserts that a leader's style is a behavioral norm used when attempting to shape others' behavior in accordance with his or her perceptions, while Rivai (2014) claims that a leader's style is a collection of traits used to influence subordinates and advance organizational goals. Results indicate that work motivation has a positive and significant impact on employee performance, and worker motivation is one of the key components of effective leadership. Robins (2017) (2017). In general, there is a need and a desire for someone to engage in a particular activity, which serves as motivation. According to Wibowo (2014) and Sutrisno (2012), a number of mechanisms produce, direct, and sustain human behavior in the direction of achieving goals.

The results of research by Nur Avni Rozalia & Hamida Nayati Itami (2015) state that motivation affects employee performance, and Luhur (2014) asserts that employee performance is influenced by motivation. Motivation is something that is very important for an institution, both government and private, if an institution or the organization wants to achieve its goals,

motivation must play a role Zameer et al (2014). Actually, motivation is a need, a desire for everyone, so employee motivation means the process by which an organization or institution inspires its employees to achieve organizational goals. Positive impact on employee performance, work structure or division of employee duties and responsibilities are delegated clearly and in detail, will make employees able to understand the main tasks and functions within the organization so that employees become motivated to carry out their work and are able to form a commitment to work and the organization (Jones, 2013) On the other hand organizational commitment makes employees able to comply with the main tasks assigned to them (Erick A Goodman et al, 2011) research results (Prodromos et al, 2011) show a favorable correlation between organizational structure and employee competence

In this study, it was found that simultaneously leadership style, work motivation and work structure have a positive influence on employee performance, but work structure has a very dominant influence on performance. Indicators of leadership style in internal control include traits, habits, temperament, character, and personality (Kartono, 2018) While the performance itself is a multidimensional construct that includes many influencing factors including personnel factors, individuals regarding knowledge, skills, abilities, self-confidence, motivation, and commitment; leadership factors include quality in providing encouragement, direction, and team leader support; system factors include work systems, work facilities, and performance culture within the organization and contextual factors include external and internal environmental pressures and changes (Mahmudi, 2012).

CONCLUSION

The findings indicated that employee performance was partially influenced by leadership style, work motivation, and employee work structure.. The condition of a person as a leader with the type and performance of his leadership is able to move his subordinates towards improving performance so that it raises the spirit or work motivation of subordinates to increase, the motivation that comes from leadership. Simultaneously, This study discovered that employee performance is strongly influenced by work arrangement.. In an organization the division of tasks and functions of each employee has been determined in the work structure, the work structure in question can be carried out properly, if the leadership role is able to control the main tasks and functions of each of his subordinates, besides that it is also supported by the level of work motivation. subordinates, each work unit in the organization is not able to work alone without coordination between work units. For this reason, efforts to improve employee performance, relations and cooperation between work units, and coordination between work units must support each other for the benefit of the organization controlled by the leadership element.

The recommendation for further research is to separate the work structure with the main tasks and functions of the organization and its impact on organizational performance combined with the level of compensation and workload of employees, to capture whether they experience job satisfaction or not in addition to adding media variables that relate to performance. For example, work conflict.

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