

Analysis Of Leadership Style And Work Motivation On Employee Performance In 'Badan Kepegawaian' Special Region Of Yogyakarta

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Abstract

This research, conducted during an internship program at Badan Kepegawaian Daerah DIY from February 1 to May 31, 2023, aimed to analyze the influence of leadership style and motivation on employee performance. Using a descriptive qualitative approach, primary data were collected through observations and interviews, and secondary data from work documents such as organizational structure, SOPs, and certificates. The snowball sampling method was employed, interviewing respondents until the researcher gathered sufficient information on the influence of leadership styles at the agency. The findings indicate that the head of Badan Kepegawaian Daerah DIY adopts a democratic leadership style, fostering openness and harmonious communication. This style involves the leader as part of the group, sharing responsibility and encouraging member participation in all organizational activities. However, the high work ethic of leaders often results in employees working beyond regular hours.

Keywords: *Leadership, Democratic, Work Ethic*

INTRODUCTION

Human resources are very important for companies in managing, organizing and utilizing employees so that they can function productively to achieve organizational goals. Human resources influence an organization to achieve its goals, by encouraging employees to work better and complete tasks in accordance with the responsibilities given by organizational leaders.

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According to Haerudin Tobigo (2016), in organizations, employees always depend on the leadership. If the leader does not have the ability to lead, very complex tasks cannot be carried out well. If the leader is able to carry out his functions well, the organization can achieve its targets. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. A good leader is a leader who is able to set an example of how work should be done. Leaders are one of the determining elements in developing an organization. Therefore, in an organization of leaders and leadership, it is hoped that various new ideas will be born, which will provide encouragement for the birth of changes, activities and the entire process of organizational activities.

The role of leaders, which is very strategic and important for organizational achievements, can be realized through developing employee performance and leaders in organizations must always pay attention to their employees and always provide good work motivation in the form of facilities and the provision of quality technological tools.

Organizational progress is certainly supported by employee performance. Someone can be said to have good performance if they can carry out their work well, meaning they achieve their targets. In other words, it will encourage employees to compete for awards, bonuses or promotion to better positions. Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or targets or predetermined criteria that have been mutually agreed upon.

According to Stephen P. Robbins (2006:260), there are several indicators for measuring individual employee performance, namely quality, quantity, effectiveness, independence, work commitment. In these five cases, employees must have quality performance with a quantity of work that is in accordance with their obligations. Apart from that, it has work effectiveness in increasing the results of each unit in the use of required resources and also employee independence to carry out their work functions. Employees must have work commitment to have a sense of responsibility towards their work and the organization.

The existence of motivation is intended to attract the attention of employees to work with all their might and effort because motivation is a condition that moves people towards a certain goal. Important factors that determine employee performance and the organization's ability to adapt to environmental changes. According to Stephen P. Robbins (2006), leadership style has a direct relationship to employee performance. because motivation is a condition that moves humans towards a certain goal. It can be

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concluded that motivation is an impulse that comes from within or outside a person which moves that person to do a job with the aim of fulfilling their needs.

According to Istanto (2009), in a government organization, success or failure in carrying out tasks and administering government is influenced by leadership. Through leadership and supported by adequate government organizational capacity, the implementation of good governance will be realized, on the other hand, weakness in leadership is one of the causes of the collapse of bureaucratic performance in Indonesia.

From the author's observations during the internship, the head of the DIY Regional Civil Service Agency was a leader who was well received by the employees of the DIY Regional 'Badan Kepegawaian' office. The head of BKD DIY is considered to have the bushido spirit, which means courage, loyalty, honor, integrity and devotion to duty. The role of the DIY BKD head is expected to be able to improve employee performance so that they can work purposefully and professionally in order to achieve organizational goals as expected. From the results observed, the head of BKD DIY has a high work ethic, which means that sometimes BKD DIY office employees work beyond the working hours determined by the government.

OBJECTIVES

Based on the background that has been described, the main problem to be solved in this research is measuring the extent of the influence of leadership on employee performance at the Yogyakarta Special Region 'Badan Kepegawaian' and the extent of the influence of motivation on employee performance in this agency.

The aim of implementing an internship at the DIY Regional 'Badan Kepegawaian' is to understand the influence of leadership on employee performance and evaluate the impact of motivation on employee performance in the agency.

THEORETICAL FRAMEWORK

Human Resources

According to Hadari Nawawi (2011), human resources (HR) are the potential possessed by each individual to realize something as a social creature, which includes thinking, physical and behavioral abilities that are influenced by heredity and the environment. HR is the only resource that has reason, feelings, skills, knowledge and creativity, whose role is very important in increasing the productivity and competitiveness of an organization. Technological developments and environmental changes make human resources a key factor in determining an organization's ability to compete globally.

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Therefore, innovation and development of quality and competitive human resources are very important to achieve organizational goals.

In the theory and concept of human resource management according to Arif Yusuf Hamali (2018:6), HR management functions include planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining and terminating employment relations. Planning means determining employee programs to suit organizational needs effectively and efficiently. Organizing organizes employees by dividing work, work relationships, and coordination. Direction provides instructions so that employees work effectively and efficiently. Controls ensure employees comply with regulations and work according to design. Development improves employee skills through education and training. Compensation is fair and appropriate remuneration according to work performance. Integration brings together organizational interests and employee needs for mutually beneficial cooperation. Maintenance improves the physical, mental condition and loyalty of employees. Discipline is the key for an organization to achieve its goals. Dismissal is the termination of an employee's working relationship with the organization. The aim of HR management is to increase the productive contribution of individuals in the organization through various accountable means, with a proper understanding of individual needs to achieve company goals.

Employees

According to Subri (2002), employees are a very important company asset, because without them, the production process will not run smoothly. Article 1 paragraph 2 of Law Number 13 of 2003 concerning Employment states that an employee is every person who is able to work to produce goods and services, both for their own needs and those of the community, both inside and outside the employment relationship. Employees are the company's main wealth, because without them, the company's activities would not be carried out. Employees play an active role in establishing company plans, systems, processes and goals, and must maintain communication and comply with company regulations such as arriving on time, dressing according to the rules, and working according to their field.

Employees who experience good leadership will have clarity in their tasks, and their input will be considered by the leader. High motivation, fairness in salary distribution, rewards and job security increase employees' positive values, encouraging them to work more actively, innovatively and creatively. Leadership continuity in responding to subordinates and a continuous flow of motivation creates stable performance. Equal

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career opportunities for all employees and management that is active in monitoring employee movements allows them to show their best performance. In conclusion, a high level of job satisfaction will trigger more productive performance.

Leadership

According to Miftah Thoha (2019), organizations need the role of a leader because leaders have a very significant influence in achieving organizational goals. Therefore, a leader must have more competence or knowledge (managerial and strategic), behave well, be able to influence and direct others, dare to make decisions, be responsible, be good at conveying ideas, be wise, be able to protect his subordinates and provide motivation. and able to make a personal approach with his subordinates.

According to Miftah Thoha (2019), leadership is sometimes defined as the exercise of authority and decision making. There is also what is interpreted as an initiative to act that produces a consistent pattern in order to find a way to solve a common problem. Subordinates can also influence their leaders, just as leaders can influence their subordinates. Greene's findings state that when subordinates do not carry out their work well, leaders will tend to emphasize the initiative-taking structure (task behavior). But on the other hand, if subordinates can carry out their work well, the leader will increase his emphasis on giving attention (relationship behavior). Subordinates can influence leaders with their behavior, as much as leaders and their behavior influence their subordinates.

In organizations, leadership styles differ from one leader to another. According to Terry (2010:132), there are six types of leadership:

- a. Personal Leadership: Leaders take action through direct contact and provide verbal or direct instructions.
- b. Nonpersonal Leadership: Policy is carried out through subordinates or nonpersonal media, including plans, orders, and supervision.
- c. Authoritarian Leadership: Leaders work hard, are thorough, and orderly, follow the rules strictly, and their instructions must be obeyed.
- d. Democratic Leadership: The leader considers himself part of the group, shares responsibility, and involves all members in activities, planning, implementation, monitoring, and assessment.
- e. Paternalistic Leadership: The leader acts like a father, protecting and directing the group like a father would his child.
- f. Leadership Based on Talent: This type arises from informal groups with a competition system, so that leaders emerge from the competitiveness within the group.

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Motivation

Motivation is defined as a set of energetic forces that come from within and outside the worker, initiate business-related work, and determine direction, intensity, and certainty. According to Nizamuddin (2018), work motivation is a psychological process that determines the direction, intensity and persistence of action in a continuous flow of experience that characterizes the person about his or her work. The process of inspired human activity, directed to fulfill certain goals is called motivation.

Work motivation is a series of internal and external forces that cause workers to choose ways of action and direct them to certain behaviors (Irwandi, 2017). Motivation can often be used as a tool to predict behavior and varies greatly among individuals, often combined with abilities and environmental factors that influence employee performance and behavior.

According to Anwar Prabu Mangkunegara (2010:18), motivation is a condition that moves individuals who are directed towards achieving organizational goals. Motivation arises from two drives, namely encouragement from within oneself and encouragement from outside. The motivation levels are low, medium and high. Differences in levels of individual motivation in an organization greatly influence work results and even performance within the organization. Individuals who have high motivation tend to have high achievement, whereas on the contrary, those with low work performance are due to low work motivation. Therefore, organizational leaders must try to influence the motivation of all employees of the organization so that they have high achievement motivation. In this way, every employee can achieve maximum organizational performance.

Employee Performance

Employee performance is an important factor for companies to pay attention to, this is because the progress of a company is determined by employee performance. According to Abdullah (2015: 331), performance means the results of organizational work carried out by employees as well as possible in accordance with the instructions or directions given by the leadership, the employee's competence and ability to develop their reasoning at work.

Performance is equated with the results of an employee's work. To achieve good performance, the most dominant element is human resources. Even though the planning has been arranged well and neatly, if the employees who carry it out are not qualified and do not have high work enthusiasm, the plans that have been prepared will be in vain.



Success or failure in an organization in achieving its goals is closely related to employee performance, achieving performance in the organization is a factor that must be considered to realize the organizational goals that have been set. According to Mangkunegara (2016:9) employee performance is the result of a person's work in terms of quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities given.

Research Framework

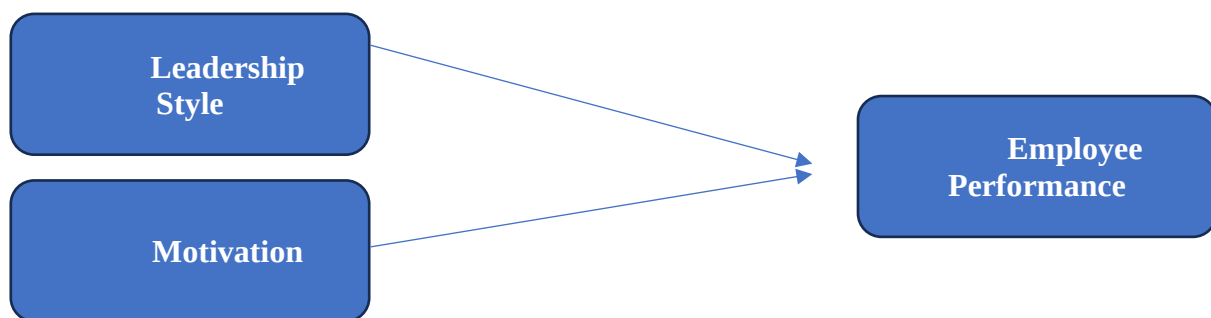


Figure 1. Research Framework

RESEARCH METHOD

This research uses a qualitative method based on postpositivism philosophy, where the researcher acts as the main instrument. Data collection was carried out purposively and snowballing, using combined techniques and inductive data analysis. This research is descriptive in nature, collecting data in the form of words, images and not numbers, from sources such as interviews, field notes, photos, videos and official documents. This method was chosen because the author wanted to describe the conditions at the DIY Regional Civil Service Agency, especially in terms of leadership style.

This qualitative approach is very important in behavioral science, especially for investigating the reasons behind human behavior. This research relies on subjective assessments of attitudes, opinions and behavior, using focus group interview techniques, projective techniques and individual interviews. The main data was obtained from employees and leaders of the DIY Regional Civil Service Agency, as well as related documents. Data analysis involves data reduction, data presentation, and drawing

conclusions using inductive methods, accompanied by checking the validity of the data through persistence and triangulation.

RESULT AND DISCUSSION

Result

Leadership Style in Badan Kepegawaian Special Region of Yogyakarta

According to Thoha (2003), successful leaders tend to adopt a participative management style, where success is achieved through orientation towards subordinates and good communication. In an effective organization, both leaders and subordinates must build supportive relationships. Whatever leadership style is applied, interpersonal communication between superiors and subordinates must always be well maintained.

The interview results show that decisions are taken using the bottom-up method, where leaders receive ideas and input from employees. The decision-making process is carried out through deliberations called "coffee mornings" or regular weekly meetings to discuss existing issues. With this method, good communication is created between superiors and subordinates. The leadership style at the DIY Regional Civil Service Agency is democratic, where the leader considers himself as part of the group and is jointly responsible for achieving organizational goals. This style improves employee performance because they feel involved in the decision-making process.

The leader of the DIY Regional Civil Service Agency implements delegation of authority in accordance with Gubernatorial Regulation No. 101 and BKN regulation no. 16 of 2022. This process goes through structural officials and produces SKP which contains delegation of authority according to government regulations. The characteristics of leaders, such as kinship, high work ethic, and warrior spirit and bushido spirit, influence the leader's behavior towards subordinates. The Head of BKD DIY shows high work enthusiasm which sometimes makes employees work more than the specified working hours. His nature of upholding moral teachings and work enthusiasm means that employees are sometimes overwhelmed by his rhythm, but this improves employee performance towards the expected professionalism.

Work Motivation on Employee Performance at Badan Kepegawaian Special Region of Yogyakarta

Work motivation is one of the determining factors for employee performance, and its influence really depends on how much motivation is provided by the leader. According to Vethzal (2010), motivation is the attitudes and values that encourage someone to

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achieve their goals. When individuals are motivated, they tend to do positive things to achieve these goals. This motivation can encourage employees to work hard, increase work productivity, and ultimately support the achievement of organizational goals.

At the Badan Kepegawaian Special Region of Yogyakarta, the motivation provided by leaders has a positive effect on employees. The interview results show that leaders provide motivation in the form of rewards, constructive advice, a sense of security at work, a pleasant work environment, and fair treatment. The type of motivation provided is extrinsic motivation, which is triggered by external factors. Providing rewards for certain achievements increases productivity and work efficiency, and makes employees feel appreciated. A positive work environment also improves employee performance and work results. This extrinsic motivation has a significant influence in improving employee performance at the BKD DIY office..

The Impact of Leadership Style in Increasing Employee Effectiveness in Government Institutions, Badan Kepegawaian Special Region of Yogyakarta

The impact of leadership style on improving employee performance can be measured by performance indicators, which are based on qualitatively observable behavior and advocate a prospective viewpoint. According to Bernardin and Russell (2006:23), indicators for measuring employee performance include several aspects. First, work quality is measured by employees' perceptions of work results and task perfection based on their skills and abilities. At the DIY Regional Civil Service Agency, the quality of employee performance is maintained through training such as webinars and training organized by the government to improve the quality of their work. Second, timeliness is seen from the level of activity completion according to the deadline. In the office, employees remind and help each other so that tasks are completed on time, showing good working relationships.

Effectiveness is the third indicator, which reflects the use of organizational resources such as energy, money, technology and raw materials to maximize results. At the DIY Regional Civil Service Agency, delegation of tasks according to divisions and employee abilities is very important to avoid inequality. Researchers observed that the head of the DIY Regional Personnel Agency was responsive to complaints from employees who felt they were given too many tasks, by redistributing responsibilities so that all employees could work more effectively. Finally, employee independence measures the extent to which employees carry out work functions with commitment. In this office, employee independence is greatly influenced by the leadership who has the

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power to regulate the tasks of subordinates according to government regulations, ensuring that work responsibilities are fulfilled properly.

DISCUSSION

This research discussion reveals that the leadership style applied in the Badan Kepegawaian Special Region of Yogyakarta a crucial role in improving employee performance. By adopting a democratic leadership style, where decisions are taken through a deliberation process and active participation from subordinates, the head of the Badan Kepegawaian Special Region of Yogyakarta encourages employees to feel involved and responsible for the organization's goals. Research shows that this approach not only improves communication between superiors and subordinates, but also provides space for employees to provide meaningful input in the decision-making process.

Apart from a democratic leadership style, work motivation is also an important factor that influences employee performance. This research confirms that providing extrinsic motivation such as rewards, constructive advice, a sense of security at work, as well as creating a positive work environment by the head of the Badan Kepegawaian Special Region of Yogyakarta significantly influences employee productivity and work efficiency. This indicates that appreciation for work performance and fair treatment from leaders not only increases individual motivation, but also supports the achievement of overall organizational goals.

The impact of leadership style on employee effectiveness is also observed in terms of performance indicators such as work quality, timeliness, effective use of resources, and level of employee independence. At the Badan Kepegawaian Special Region of Yogyakarta, the use of this indicator helps monitor and improve employee performance by ensuring that tasks are delegated appropriately according to individual and divisional capabilities. Responsiveness to employee needs in this case shows that an adaptive and performance-based leadership style contributes significantly to overall organizational efficiency.

Overall, this research provides a comprehensive picture of how a democratic leadership style and effective motivation strategies have a positive impact on employee performance at the Badan Kepegawaian Special Region of Yogyakarta. By placing employees as the main asset in achieving organizational goals, this approach not only strengthens the relationship between superiors and subordinates, but also strengthens the organization's capacity to achieve better results in community service.

CONCLUSION

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Based on research results at the DIY Regional Civil Service Agency, a democratic and participative leadership style has been proven effective in improving employee performance. Democratic leadership allows active participation in decision making, while participative leadership emphasizes directed and controlled direction. The dominant work motivation is extrinsic, driven by external incentives such as rewards and a conducive work environment. Even though the quality of work, punctuality and employee independence are well maintained, there are still challenges in increasing effectiveness, especially in setting working hours which often exceed government standards, which can create additional burdens for some employees.

Recommendation

Based on the results of the research conducted, there are several suggestions that can be given. For the Office of Badan Kepegawaian Special Region of Yogyakarta office, most of the leadership strategies to improve employee performance have worked well, but work effectiveness needs to be improved. The Head of the Badan Kepegawaian Special Region of Yogyakarta, with high work enthusiasm, sometimes imposes additional working hours on employees, which needs to be taken into account so as not to disturb the employee's work-life balance. Leaders should prioritize employee mental and physical health by creating a work environment that supports this balance. Apart from that, the motivation provided by leaders through rewards, advice and fair treatment has a very positive influence on employee performance, although it needs to be improved in a more even distribution of work to achieve optimal work effectiveness. For researchers, it is recommended to increase efforts in searching, processing and analyzing data so that further research can be carried out better.

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