



THE INFLUENCE OF MOTIVATION AND SITUATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE ENVIRONMENT BENGKULU PROVINCIAL HEALTH OFFICE

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ABSTRACT

This study aims to analyze the effect of situational leadership and work motivation on performance. This type of research is survey research. The sample in this study were 119 people who were taken by systematic random sampling. Data analysis using multiple linear regression test. The results showed that work motivation has a significant effect on employee performance, situational leadership has a significant effect on employee performance and situational leadership and work motivation variables have a joint effect on performance. Suggestions to the head of the Bengkulu Provincial Health Office can provide more personal time for employees. That way, employees get more time to share with each other superiors. Thus, leaders can better know the problems experienced by employees. Then the leader can provide direction, encouragement, and support so that employees can work more effectively and efficiently in order to get a higher level of performance. In addition, employees can increase motivation to be the best in carrying out their assigned tasks in a way to continue to excel despite having a job with a higher level of difficulty and employees can improve their performance in carrying out their duties, especially by improving work quality, motivation to excel, and in providing services to customers.



INTRODUCTION

The leadership process in short is often said to be a way to achieve goals through other people. Other people here can be interpreted as a person per person, or a group of people. Because the crowd consists of individuals with varied needs, special strategies are needed to manage them so that these diverse needs, desires and interests can be accommodated, so that there is an incentive to work independently to achieve personal and group goals. Leadership provides a detailed description of how different human needs are arranged in a synergy to achieve individual and organizational goals (Prasetyo, 2006:22). Therefore, leaders must be able to protect their subordinates in the organization with their leadership style because in an organization, leaders are needed to direct their members in running the organization in order to achieve the expected goals. The leader will not be able to control his members if he does not have a good leadership style.

Hasibuan (2014: 91) explains that situational leadership is a way for a leader to influence the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals. This shows that situational leadership has a very important role in achieving employee performance, and leaders are able to apply appropriate leadership and in accordance with existing situations and conditions in providing motivation, so employees can work comfortably and with high enthusiasm.

Besides through work motivation and situational leadership style can affect performance directly. Each individual, especially here, is the employee/employee, of course, has a

behavior where the activity he displays is a behavior that he is aware of or not is to achieve everything he wants, needs and expects. A leader absolutely needs to understand the background, abilities, needs and expectations of employees where the role of leadership can be a driving force to improve performance and that of its employees.

Data from the Health Service for 2019, the program achievements of the Bengkulu Provincial Health Office for 76 indicators have been set at 82.10% of the target which should have been 100%. Of the 10 programs determined according to the 2019 Bengkulu Provincial Health Office Budget Implementation List (DPA), most of the existing activities were realized and reached the set targets. However, there are still activities that have not been implemented/reached the target. This should become the concern of program/activity managers to continue it the following year.

The results of pre-research interviews with one of the employees said that employee motivation was still lacking and based on the researchers' observations it was known that the leadership style at the Bengkulu Provincial Health Office used a situational leadership style model. This situational leadership style measures and adapts to the level of readiness of employees to complete any work given by the leadership. It is hoped that with the application of this situational leadership style, employees will become more prepared and independent to carry out all their work as well as possible, in order to achieve the goals desired by the organization. The situational leadership style model has contributed to the development of the organization so that it can remain consistent and exist today,



but in its development the existing situational leadership style model has not been able to help maintain the consistency of the performance of its employees.

Armstrong and Baron (2007:69) explain that there are several factors that influence performance, namely: Individual factors. Individual factors related to individual expertise, motivation, and commitment and leadership factors. The leadership factor relates to the quality of support and direction provided by leaders, managers, or heads of work groups. This study aims to analyze the effect of situational leadership and work motivation on performance.

MATERIALS AND METHODS

This type of research is survey research. The sample in this study were 119 people who were taken by systematic random sampling. Data analysis using multiple linear regression test.

RESULTS AND DISCUSSION

The Effect of Situational Leadership on Employee Performance

Based on the results of situational leadership research, it affects the performance of Bengkulu Provincial Health Office employees. Regression results using a significant level of 0.05 indicate a significance of 0.000. These results provide a basis for drawing the conclusion that H_a is accepted, meaning that the independent variable (situational leadership) has a significant effect on the performance of Bengkulu Provincial Health Office employees.

So far, the nature of leadership can be seen from the relationship between the leader and the members of the Bengkulu Provincial Health Office leader who is well established, where the leader instructs his subordinates in carrying out

their duties and has embraced or invited them to work together to carry out existing tasks, superiors also fully care and do not pay attention to team members who are currently working, and have provided support so that employees can work more effectively and produce jobs that are in line with expectations and according to existing targets and the leaders of the Bengkulu Provincial Health Office have a future vision to advance the organization because they are trying to increase employee productivity and trying to improve organizational performance through a clear task structure and division of tasks according to their respective fields.

In addition, employees feel that their abilities can be maximized by the company so that their performance will also increase. Being a leader is trusting through an organization or government to lead followers. The power of attorney for the leadership position of the Bengkulu Provincial Health Office has been guarded and maintained by proving through concrete actions serving followers and avoiding things that make people lose faith in them. Therefore the power of the position that is owned can be used properly against employees in carrying out work.

So far, the leaders of the Bengkulu Provincial Health Office have maintained open communication between employees and superiors in paying attention to and overcoming conflicts that occur in the work environment, providing opportunities for employees to discuss problems that occur in the work environment, leaders at the Bengkulu Provincial Health Office have also listened to feelings employees regarding decisions made, as well as ideas and suggestions submitted by employees have also been considered by the leadership.



In addition, leaders at the Bengkulu Provincial Health Office also provide specific instructions to employees, explain to employees the decisions that have been made, provide encouragement to employees so that work can be completed in accordance with the provisions, exercise control over the work that must be done by employees and set deadlines. that must be completed by employees so that work can be completed on time. Everything that has been done by the leadership at the Bengkulu Provincial Health Office has encouraged employees to be enthusiastic about carrying out their work and improving their performance.

The findings of research that has been done and previous theories and research, the situational leadership owned by the leader of the Bengkulu Provincial Health Office has an impact on improving employee performance. This means that the current research findings are in line with previous theories and studies. Therefore, the leader of the Bengkulu Provincial Health Office can pay attention to the leadership style he has in order to improve employee performance

Hasibuan (2014) explains that the most important function of leadership is to provide motivation to their subordinates, leadership is believed to have an influence on the company in a non-financial form.

The Effect of Motivation on Employee Performance

The results of regression and hypothesis testing show that there is a positive and significant influence between work motivation variables on the performance of Bengkulu Provincial Health Office employees. Employee needs related to basic needs including physical needs, security and safety needs can be met when they work at the

Bengkulu Provincial Health Office. By fulfilling Existence Needs, employees will be motivated to improve their performance. This can be interpreted that if motivation increases, employee performance will increase positively. So far, the Existence Needs that employees have seen from employees have been enthusiastic in carrying out the work given to them and trying to complete their work on time, have high responsibility, and have awareness in carrying out work so that it can be completed on time without any pressure from superiors and not expecting praise from colleagues or superiors.

In addition, the ideas conveyed by employees are well received by superiors. The Bengkulu Provincial Health Office also always provides training to employees so that their performance is always well maintained. So far, the form of appreciation given to employees is by empowering employees, so that employees are willing to help their team, are willing to go the extra mile, avoid unnecessary conflicts, respect the spirit and regulations and tolerate some work that is urgent and disturbing at times (outside working hours).

Leaders must be able to maintain good communication relations with colleagues, employees have good communication relations with superiors and employees have good communication relations with external agencies. Employees who have a good relationship with the work environment will have high performance. So far, the communication that employees have in carrying out work which is their main task and function has been going well between one field and another, thus supporting employees in carrying out their work.



Employees of the Bengkulu Provincial Health Office so far have been able to make ends meet, employees feel that their lives are guaranteed when they work. Besides that, the motivation they get is because of good communication relations with colleagues, with superiors and good communication relations with external companies. Employees also consider work and ideas related to work to be accepted and appreciated by superiors, they are also given training so they can foster creativity in work. By fulfilling their personal and social needs while working at the Bengkulu Provincial Health Office, in the end they are motivated to continue working and their performance is increasing. Thus the work motivation of Bengkulu Provincial Health Office employees has affected their performance.

The influence of work motivation on employee performance must receive special attention for the Bengkulu Provincial Health Office. Because good employee performance can also be a factor in increasing the performance of the Bengkulu Provincial Health Office. High work motivation makes employees have high enthusiasm to improve performance. Efforts are needed to maintain the work motivation of employees so that they remain at a high level so that it will have a positive impact on the future development of the Bengkulu Provincial Health Office. Employees will be motivated if their wants and needs are met.

On the other hand, this is in line with research conducted which shows that the variable that has a large influence on employee performance is motivation. Based on research findings and theories as well as previous research, it explains that work motivation has an influence on employee performance. This means that

high work motivation certainly has an impact on employee performance, so that work motivation is something that needs to be considered by the leaders of the Bengkulu Provincial Health Office, so that employee performance is getting better and increasing for the sake of the progress of the Bengkulu Provincial Health Office.

One of the factors to improve performance is motivation. Basically an organization not only expects employees to be willing and able to work diligently, but how to have high motivation to achieve organizational goals, the abilities, skills and skills of employees are meaningless if they are not followed by high motivation from each employee to improve their performance. Motivation can be said as "The desire to do something because of encouragement and pressure resulting from unsatisfied needs. Motivation is a skill in directing employees to organizational goals so they want to work and try so that the desires of employees and organizational goals can be achieved. One's motivation to do something work because there is a necessity of life that must be met. This need can be in the form of an economic need, namely to earn money, while non-economic needs can be interpreted as a need to gain appreciation and a desire to be more advanced.

The Influence of Situational Leadership and Work Motivation Together on Employee Performance

The results of the research on Situational Leadership and Work Motivation simultaneously influence the performance of Bengkulu Provincial Health Office employees. Regression results using a significant level of 0.05 show the result $R^2 = 0.36$ with a significance of 0.000. These results provide a basis for drawing conclusions that H_a is accepted, meaning that



together the independent variables (situational leadership and motivation work) has a significant effect on the performance of Bengkulu Provincial Health Office employees. This shows that employee motivation related to the personal and social needs of employees which have been fulfilled by the Bengkulu Provincial Health Office and situational leadership related to harmonious relations between superiors and employees which have been carried out effectively by the Bengkulu Provincial Health Office simultaneously, have increased performance. Bengkulu Provincial Health Office employee.

Employee performance is seen from the dimensions of cooperation, it is known that employees have a good daily relationship at work so that it can support their performance. Good relations between employees can encourage the establishment of better communication. This will make it easier for employees to work together to get the job done. With good cooperation, it is expected that employee performance will also increase. Based on this research, it can be seen that cooperation within the Bengkulu Provincial Health Office units has been well established.

The cooperation that employees have in carrying out activities that the Bengkulu Provincial Health Office is intertwined with is due to fellow employees helping each other. The conditions that occurred, the cooperation owned by Bengkulu Provincial Health Office employees was only limited to cooperation in their respective fields of work. Meanwhile, cooperation with inter-sectors has not been maximized because there is no emotional closeness between employees between fields, so it is necessary to provide understanding to employees so that they can coordinate

and work together to achieve the expected goals.

Another factor that influences employee performance is communication problems, namely the regulation of how work in one work unit should be completed jointly by related parties in one organization. Most of the respondents stated that there had been good communication in completing the existing tasks. Most of the respondents who agreed to the statement. These results indicate that employees have implemented good communication patterns. So that it can improve their performance. Good communication patterns can also improve the quality of interaction and communication among employees. With the better quality of communication, it is hoped that obstacles in work can be avoided that arise due to communication problems such as reluctance, fear, embarrassment and so on. This will affect the increase in the quality of work and employee performance.

Employees of the Bengkulu Provincial Health Office are serious about doing their job and trying to finish it on time because each employee/individual already has a job description which contains the obligations and responsibilities of employees for the main tasks and functions they have to perform. Responsibilities in the service have been carried out according to the main duties and functions, so that the work results are as expected. This condition causes employees to have a high commitment to the results of the work they do, in line with organizational values, namely excellent service to customers.

Employee performance is seen from the aspect of achievement motivation, employees agree that they are enthusiastic, proactive, passionate and



show initiative at work. This indicates that Bengkulu Provincial Health Office employees are able to work well. They also think that the Bengkulu Provincial Health Office is able to encourage/stimulate them to always be creative and innovative in carrying out their duties. so they can improve their performance.

Bengkulu Provincial Health Office employees have high enthusiasm in carrying out their work by always trying not to be wasteful or consumptive and employees like work that has targets and challenges in carrying out their daily work. Enthusiasm at work that is owned by employees can be seen from employees who are enthusiastic in carrying out tasks and always have an attitude and think positively about the challenges in carrying out work. This means that the achievement motivation of Bengkulu Provincial Health Office employees has a very positive impact on the work performed by employees, because work that has targets requires high motivation or encouragement to achieve the targets set by the Bengkulu Provincial Health Office.

Employees have complied with the regulations set by the company, they have also used working hours effectively so that their performance has also increased. Based on this it can be concluded that discipline can improve employee performance. Discipline of employees in carrying out work related to attendance at work and attendance at apples is in accordance with the directions for ape hours rules I have been set. In addition, the notes on work regulations owned by employees are good. This can be seen from the employee in carrying out the work following the provisions or rules that must be obeyed in carrying out the work, so that the work carried out by the

employee is in accordance with what is expected.

These results indicate that the results of their work are quite in accordance with the standards set by the company so that their performance will also increase. So far, the quality of work owned by employees is quite good because employees have the skills needed to carry out various activities in carrying out their work and employees have intelligence and are able to think to complete the work well and optimally. Meanwhile, so far the quantity of employee work has been completed in accordance with agency provisions. They have also worked in accordance with SOP (standard operating procedures) so that their performance will also increase. The condition of the quantity of work of employees in general is high, this can be seen from the attitude of employees on time in completing work and achieving targets according to their respective fields of work.

The component that influences employee performance is the integrity dimension. The results of this study indicate that employees agree that integrity is an important aspect and must be possessed by employees. These results indicate that employees have good integrity to support their performance. Integrity will support other aspects such as having an impact on the quality of work, commitment, discipline and even employee leadership. In the era of globalization, human resources who have high integrity are needed than human resources who have a higher level of intelligence and individual intelligence, if not accompanied by good integrity, of course, will not contribute anything to the quality of work and other aspects.

Based on the explanation above, it can be concluded that there is a positive and



significant influence between leadership and motivation on the performance of Bengkulu Provincial Health Office employees. This shows that the realization of effective and optimal leadership will create an increasingly optimal employee performance. Followed by more effective and optimal giving of motivation to employees will be more effective and optimal as well as employee performance. Thus, it is expected to create effective leadership and provide optimal motivation so that it has an impact on high employee performance.

An effective leader is determined by his ability to read the situation at hand and adjust his leadership style by using leadership characteristics in such a way as to suit and be able to meet the demands of the situation at hand, so that employees are able to be well motivated and able to carry out the work program that has been set. In general, if someone is going to do something, it is clear that there is a certain goal to be achieved. Likewise with the company, one of the objectives to be achieved is optimal performance.

CONCLUSION

The results showed that work motivation has a significant effect on employee performance, situational leadership has a significant effect on employee performance and situational leadership and work motivation variables have a joint effect on performance.

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