

THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT REGIONAL SECRETARIAT NORTH KONAWE REGENCY

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Abstract—This research aims to determine the effects of transformational leadership, work motivation and organizational culture on employee performance at Regional Secretariat North Konawe Regency both partially and simultaneously. Analysis method used descriptive statistics and multiple linear regression analysis. The research samples were 100 respondents as the employees working at regional Secretariat North Konawe Regency. Results of this research show that (1) There are significant and positive effects of transformational leadership, work motivation and organizational culture on employee performance (2) transformational leadership has significant and positive effects on employee performance (3) work motivation has significant and positive effects on employee performance, and (4) organizational culture has significant and positive effects on employee performance at Regional Secretariat North Konawe Regency.

Index Terms— Leadership, Work Motivation, Organizational Culture, Employee Performance

1 INTRODUCTION

Organization Means as a group of people in such a place having common goals as known as vision and mission.

Vision and mission are seen as direction for all activities in the organization, in order to achieve the organizational goals, it is necessary for an organization to have adequate resources. One of the important resources is human (employee). The human element plays an important role in determining the achievement of organizational goals, if the organization has competent employees or employees with competent work capability then it will be easy for the organization to achieve its goals, and also the other way around.

Employee is seen as the main element in organizational operational both for business and non business organization (government). An organization has a number of resources in terms of its leadership and motivation aspects. A person leading an organization certainly has uniqueness so an individual leadership model or style in an organization can intervene on the organizational operational or activities. Achievement of organizational goals can be influenced by leadership in an organization including the way of employee work. An appropriate leadership style or one preferred by the employees in an organization will facilitate the achievement of organizational goals, since employees will work using maximal capability.

Good leadership will be able to encourage high level of employee work motivation, thus leadership serves an important role in improving employee performance which is considered to have great effects.

There is a high level of expectation both by the community and employees for new leadership to solve various problems faced by Regional Secretariat of North Konawe Regency. Thus, it is necessary to study the leadership, particularly ideal transformational leadership at Regional Secretariat of North Konawe Regency so that it can give improvements as expected by all stakeholders. Also from initial observation, it shows that the leadership model at Regional Secretariat of North Konawe Regency is transformational leadership which is seen by authority delegation from leaders to employees based on each main tasks and functions.

Another issue which can give effects on employee performance is motivation, Bangun (2012:313) described that motivation is an action to meet others to behave regularly. Motivation is a task for manager to give influence or effects (employees) in an organization. Thus, motivation is defined as overall process of giving supports or stimulants to organizational members so that they have willingness to work willingly without being forced.

Also, organizational culture is one of the uniqueness factors in an organization which has adequate effects on employee activities in an organization. Culture is believed to have ability to encourage or maximize employee work manners, in which employees will work harder if they can understand and apply organizational culture which is adhered or applied by the organization. Employee success in completing their tasks depends on organizational culture.

Based on the results of observation, implementation of transformational leadership, motivation and organizational culture has not been implemented properly so it is interesting to analyze. The purpose of this study is to determine and analyze the effects of transformational leadership, work motivation and organizational culture on the employee performance at the Regional Secretariat of North Konawe Regency.

2. LITERATUR STUDY

2.1 Performance Concept

Performance covers a number of results which are seen as manifestation of work performed by employees or organizations that are usually used as the basis for assessing work or work organizations. Performance is measurable actions or work implementation.

Dessler (2010) argued that performance is a work achievement, namely comparison between work results and predetermined standards. Meanwhile, according to Sedarmayanti (2013), performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, which there must be concrete and measurable evidence of work results (compared to predetermined standards).

Employee performance appraisal uses Government Regulation Number 46/2011 which is further refined in Government Regulation number 30/2019, PPKP is divided into 2 (two) elements, namely Employee Work Targets (SKP) including several aspects, namely Quantity, Quality, Time and Cost. While work behavior is measured by service orientation, commitment, work initiative, cooperation and leadership.

2.2. Transformational Leadership Concept

Leadership is a determining factor for an institution to be able to achieve its goals. By using good leadership, management process will run smoothly and employees are passionate about carrying out their duties. There will be good passion, work productivity, and management process of an institution, if there is also good type, method, or style of leadership applied by the leader.

Certainly, good or bad, ability or ability to achieve institutional goals is largely determined by leader's ability to carry out his leadership style in order to direct his subordinates, since a leader skills and authority to carry out his leadership will encourage passion, creativity, participation, and loyalty from his subordinates to complete their duties.

Transformational Leadership Indicators by Rivai (2012) suggested that a leader in implementing his leadership must be able to apply his maturity in his institution or organization, leadership can be measured in several indicators, namely: (1).

Ability to build good cooperation and relationships, (2). Participatory leadership, (3). Ability to delegate tasks or time and (4). Ability to delegate tasks or authority

2.3. Work Motivation Concept

According to Dafidoft (1987), he stated that motive at motivation refers to an internal state resulting from a need which incites behavior, usually directed toward full filling the needs. This definition can be interpreted that motivation is something that comes from within a person in order to meet his needs.

Stoner et.al, (1996) stated that motivation is a characteristic of human psychology that contributes to a person's level of commitment; this includes factors that cause, channel and maintain human behavior in a certain direction.

Work Motivation Indicators using the theory of McClelland in Robins (2012) suggested that humans essentially have ability to excel above other abilities. There are three needs that give effects on motivation, namely need for achievement, need for affiliation and need for power.

2.4. Organizational Culture

Organizational culture as a pattern of basic assumptions created, discovered, developed by certain groups when learning to deal with problems of external adaptation and internal integrity that have worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in connection with the problems it faces.

Organizational culture is the adhered values and norms to and these are carried out by an organization related to the environment in which the organization carries out its activities (Erni, 2006). Meanwhile, according to Kreitner (2005), organizational culture is a form of owned assumption, accepted implicitly by the group and it determines how the group feels, thinks, and reacts to its various environments.

Indicators of Organizational Culture according to Robbins and Judge (2008) are seven primary characteristics that collectively have the essence of organizational culture, namely innovation and risk taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness and stability.

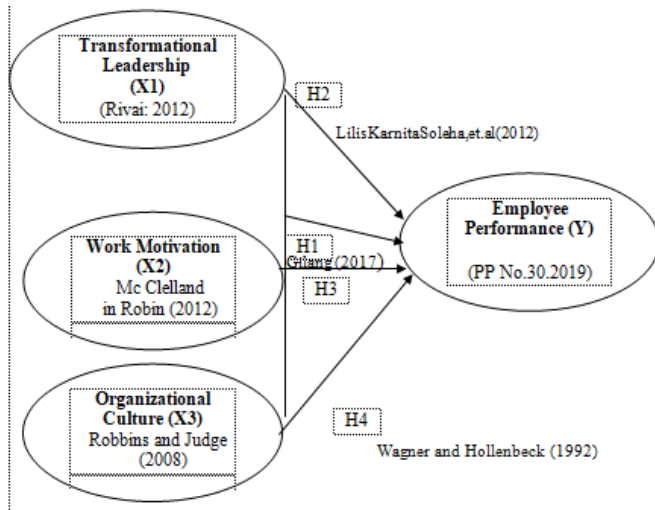
3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the theoretical study described in Chapter II, this study will examine four variables, namely transformational leadership variable (X1), motivation variable (X2), organizational culture (X3), and employee performance variable (Y). In this research, it will examine the leadership, motivation and organizational culture giving effects on the employee performance at Regional Secretariat of North Konawe Regency.

Based on the various descriptions above, the conceptual framework built in this study is as shown in Figure 3.1.

Figure 3.1. Research Conceptual Framework Model



$$Y_i = \beta_0 + \beta_1 X_i + \dots + \beta_n X_n + \epsilon_i$$

Which:

Y_i = Dependent Variables

X_i = Independent Variable (which $i = 1, 2, \dots, n$)

β_i = the i th population regression coefficient (which $i = 1, 2, \dots, n$)

β_0 = Constanta

ϵ_i = Confounding factor

From the above equation, the model in this research is:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_i$$

Which:

Y = Employee Performance

X_1 = Transformational Leadership

X_2 = Work Motivation

X_3 = Organizational Culture

β_0 = Constanta

β = Regression coefficient

ϵ_i = Confounding factor

3.2. Hypotheses

Based on the aforementioned problems and research, the study hypotheses are as follows:

- H1 Transformational leadership, work motivation and organizational culture have positive effects on the employee performance at Regional Secretariat of North Konawe Regency.
- H2 Transformational leadership has positive effects on the employee performance at Regional Secretariat of North Konawe Regency.
- H3 Work motivation has positive effects on the employee performance at Regional Secretariat of North Konawe Regency.
- H4 Organizational culture has positive effects on the employee performance at Regional Secretariat of North Konawe Regency.

4. RESEARCH METHOD

This research was conducted at the Regional Secretariat of North Konawe Regency by taking the unit of analysis for all employees with the following considerations: mastery of the field, easiness of obtaining data and suitability of problems and research variables. The study population was all employees of the Regional Secretariat of North Konawe Regency, namely 100 employees; because of the small population, the entire population unit was at the same time used as the study respondents. This study used a saturated sample, namely, the entire population are used as the sample units. In this study, there were two methods of data collection, namely questionnaires, interviews and documentation.

The analytical tool used in this research is Multiple Linear Regression. Based on the proposed hypotheses, the analytical tool used is multiple linear regression. This model is used to answer the problem of whether Transformational Leadership (X_1), Work Motivation (X_2) and Organizational Culture (X_3) have effects on Employee Performance (Y). Supranto (2004) with the formula:

5. RESULTS

5.1. Transformational Leadership, Work Motivation and Organizational Culture Variables on Employee Performance
Based on the research results and results of data analysis in this study, it indicates that the transformational leadership, work motivation and organizational culture variables simultaneously (together) have significant effects on employee performance at the Regional Secretariat of North Konawe Regency, this is evidenced by the coefficient of determination of 0.720 and this effects are positive and significant. This means that it has an effect contribution of 72.0 percent; it positively and significantly has effects on employee performance variable.

Thus, improved transformational leadership, work motivation and organizational culture will lead to positive effects on employee performance. This proves that the employee performance at the Regional Secretariat of North Konawe Regency is influenced by transformational leadership, work motivation and organizational culture variables.

There is quite strong role of these three variables on improving performance, this can be proven from the respondents' answers which majority chose to agree and strongly agree. If the variables with great effects on the employee performance at the Regional Secretariat of North Konawe Regency are sorted, then the work motivation variable is the variable with the highest effects.

Therefore, in improving the employee performance at the Regional Secretariat of North Konawe Regency, the leadership must pay attention to improving work motivation, transformational leadership and organizational culture. This research is in line with studied conducted by Irjanton and Setiawan (2016) and Inaray, et al. (2017) stating that employee performance in an organization is largely determined by leadership and motivation in the organization. Furthermore, a research conducted by Pangandaheng, et al. (2017) who found that bet-

ter leadership and organizational culture will lead to better employee performance.

5.2. Effects of Transformation Leadership (X1) on Employee Performance (Y)

The results of this study indicate that the transformational leadership variable has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency. This means that if the transformational leadership variable is always improved, the employees will increasingly provide a quite good quality of work.

There are quite great effects of transformational leadership variable on employee performance. This is also supported by empirical facts; the respondents' answers show that most of them agree and strongly agree. From the average respondents' answers, they show that transformational leadership variable is at a quite good value. This is quite reasonable because employees at work are very determined by leadership, such as ability to foster cooperation and relationships, ability to effectiveness, participatory leadership, ability to delegate tasks and ability to delegate authority.

Participatory leadership indicators are also considered important by the respondents in improving transformational leadership, this can be seen from relatively high mean score by the respondents, this is because by involving employees in the decision-making process, employees feel needed and appreciated so that employees will try to implement the entire programs and direction given by the leadership. Meanwhile, the indicator of delegating tasks is an indicator having the lowest mean score by the respondents' answers, this means that this indicator has not been applied well, which the leadership in work sometimes prioritizes organizational personal interests.

5.3. Effects of Work Motivation (X2) on Employee Performance (Y)

The results of this study indicate that the work motivation variable has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency. This means that if the work motivation variable is improved, the employees will increasingly provide a quite good quality of work. This is reasonable because by good work motivation, employees will try to show good performance. Employees will work diligently, be discipline, show good commitment and cooperate with other employees, including fellow employees, superiors and subordinates.

There are quite great effects of the work motivation variable on employee performance. By referring to empirical facts, this variable has the highest mean score by the respondents' answers from transformational leadership and organizational culture variables. This means that if employee performance is improved, then it is also necessary to implement work motivation properly. The Need for Power skill indicator is an indicator with the highest mean score by the respondents; answers; this means that this indicator must be one of the main considerations in work motivation and is considered to have been implemented properly. Employees have a strong willingness

to obtain the effects; the employees also have good abilities in directing others to get good work results.

5.4. Effects of Organizational Culture (X3) on Employee Performance (Y)

The results of this study indicate that organizational culture variable has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency. This means that if the organizational culture variable is improved, the employees will increasingly provide a quite good quality of work. This is quite reasonable because by a good organizational culture, employees will try to show good performance. Employees will work diligently, be discipline, show good commitment and cooperate with other employees, including employees, superiors and subordinates.

The results of this study support the research conducted by Tartika et al. (2017) concluded that organizational culture has significant effects on employee performance. Similar research was carried out by Layonardo and Adiwijaya (2016) which suggested that employee work results can be influenced by the organizational culture in an organization.

6. CONCLUSION AND RECOMMENDATION

6.1. Conclusion

Based on the results of analysis and discussion, the following conclusions can be proposed:

1. There are positive and significant effects of transformational leadership, work motivation and organizational culture variables on employee performance at the Regional Secretariat of North Konawe Regency.
2. Transformational leadership has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency.
3. Work motivation has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency.
4. Organizational culture has positive and significant effects on employee performance at the Regional Secretariat of North Konawe Regency.

6.2. Recommendations

Based on the conclusions, the following suggestions or recommendations can be submitted:

1. It is necessary to improve the employee performance at the Regional Secretariat of North Konawe Regency; the transformational leadership variable must also give attention so that there will be better employee performance, especially in relation to transformational leadership in delegating authority and participatory leadership.
2. It is also necessary to improve work motivation so that there will be better employee performance, especially in relation to the elements of Need for Affiliation and Need for Achievement.
3. It is necessary to give special attention to the organizational culture, especially in relation to increasing result orientation and stability.

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