

The Role of Leadership Style and Motivation in Improving Employee Performance of Village Owned Enterprises

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Abstract

BUMDes currently has a role in increasing economic activity in rural areas in the leasing business, microfinance services. This study aims to determine and analyze the effect of leadership style and motivation on employee performance at BUMDes Pontang Village, Ambulu District, and Jember. The population in this study were all employees of Pontang Ambulu Village Owned Enterprises, totaling 41 employees, all of whom were used as samples (saturated sampling). Data analysis used descriptive analysis and multiple linear regressions. Validity test and reliability test were also used to test the research questionnaire. The results of the analysis show that a leadership style that can set an example to subordinates has an effect on employee performance. Work motivation has a positive impact on the performance of employees of Pontang Ambulu Village-Owned Enterprises, Jember.

Keywords

leadership; motivation; employee performance; BUMDes.



I. Introduction

Humans play an active and dominant role in every organizational activity because humans become planners, actors, and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees even though the company's tools are so sophisticated. Sophisticated tools are of no benefit to the company, but if the active role of employees is not included. Employees are planners, doers, and always play an active role in every company activity. Employees are the main wealth of a company, because without their participation, company activities will not occur. Employees play an active role in setting plans, process systems, and goals to be achieved (Hasibuan, 2018). The success of a company is strongly influenced by employee performance (Mu'ah, 2002). Every company will always try to increase productivity so that company goals are achieved (Azhad, Anwar, & Qomariah, 2015). Various ways are taken by companies to increase productivity supported by leadership to move work.

One of the factors that can improve employee performance is leadership. A leader usually has influence that will lead to its own understanding which will affect the psychological condition of subordinates (Nurul Qomariah, 2020). Usually a subordinate will see, observe and imitate the leader's behavior displayed by the superior, which will be felt as something that is expected by the subordinate. Thus it will have a better impact on employee performance, conversely if the leadership behavior displayed by superiors as something that is not in accordance with their expectations, it will have an unfavorable effect on employee performance through the communication process in an effort to achieve organizational goals. Based on the opinion of experts, leadership basically includes the use of one's influence on others in which there is a process of communication, motivation and supervision with the goals to be achieved. So that it can be said that effective leadership is leadership that is interconnected with individual goals, and organizational groups. Research from dari (Setiawan, Satoto, & Qomariah, 2022), (Nurul Qomariah, Lusiyati,

Nursaid, & Martini, 2022), (Nurul Qomariah, Estiningsih, & Martini, 2022) states that leadership can improve performance. There are still many studies that link leadership with employee performance, including: (Senjaya & Anindita, 2020), (Alamanda, Setiawan, & Irawanto, 2022), (Nurul Qomariah, Nursaid, Mardana, & Winahyu, 2021), (Atikah & Qomariah, 2020), (M. A. Kurniawan, Qomariah, & Cahyono, 2021), (Chandra, G, & Qomariah, 2020), (N. Qomariah, Friyanti, Budisatoto, Masram, & Mu'ah, 2020), (Nurul Qomariah, Warsi, & Sanosra, 2020), (Nurul Qomariah, Hermawan, Isnaini, & Azhad, 2020), (Priyono, Qomariah, & Winahyu, 2018) the result is that leadership must be able to set an example which can later have an impact on employee performance. Based on the results of previous research and theory, the first hypothesis is: leadership has an impact on employee performance.

Another factor that influences work results besides leadership is the need for motivation. Motivation itself means that it is an impulse that causes a person to do an act to achieve a certain goal (Handoko, 2015). Motivation can also be interpreted as internal and external encouragement within a person which is indicated by the existence; passions and interests; drives and needs; hopes and ideals; from an employee who wants to achieve what he wants. Research on motivation associated with employee performance has been carried out, the results of which are still contradictory. Some of these studies include: (Nurul Qomariah, Lusiyati, et al., 2022), (Nurul Qomariah, Estiningsih, et al., 2022), (Utomo, Qomariah, & Nursaid, 2019), (Sari, Qomariah, & Setyowati, 2020), (Ulantini, Yuesti, Landra, & Mendoza, 2022), (Hidayah & Tobing, 2018), (R. A. Kurniawan, Qomariah, & Winahyu, 2019), (Permana, Aima, Ariyanto, & Nurmahdi, 2019), (Ahmad, Talib, & Tiro, 2014), (Wijianto, Cahyono, & Qomariah, 2020), (Istanti, Gs, Budianto, Noviandari, & Sanusi, 2020), (Hardianto et al., 2020), (Hendrawijaya, Imsiyah, & Indrianti, 2019), (Basalamah, 2017), (Mayangsari, Restianti, Saputra, & Rahadi, 2020), (Samah, Shamsuddin, Rashid, & Amlus, 2019) which states that motivation has an impact on employee performance. Thus, the second hypothesis is that motivation has an impact on employee performance.

Bumdes are business entities in which all or most of the capital is owned by the village through direct participation originating from village assets that are separated to manage assets, services, and other businesses for the greatest possible welfare of the village community (Furqon & Qudbi, 2018). To achieve the vision and mission, it is necessary to have quality human resources so that they can create ideals and hopes in Pontang village to be precise. In achieving the vision and mission, the role of a leader is needed to create an innovative idea and can foster community morale so as to improve performance and create good economic quality as expected. The performance evaluation of BUMDES Pontang employees, Ambulu District, Jember Regency in the last 3 years is presented in Table 1 below.

Table 1. Employee Performance Assessment Data
BUMDES Pontang Ambulu Jember
2018-2020

No	Year	Category / Range			
	Category Range	Very good 86-100	Good 76-85	Prety Good 50-75	Not good 0-50
1	2018	29	9	1	2
2	2019	34	7	-	-
3	2020	35	3	1	2

Based on the data in Table 1, it can be seen that the performance appraisal phenomenon for BUMDES Pontang employees, Ambulu District, Jember Regency from 2018 to 2020 tends to be good. In 2018 there were 29 employees with very good performance, 9 employees with good performance, 9 employees with fairly good performance, and 2 employees with poor performance. In 2019 there were 44 employees with very good performance, 5 employees with good performance. In 2020, there were 35 very good employees, 3 employees performing well, 1 employee performing quite well, and 2 employees performing less well. Based on data and phenomena that occur in BUMDES Pontang, Ambulu District, Jember Regency, the purpose of this study was to determine the effect of leadership style and work motivation on employee performance at BUMDes Pontang Ambulu Jember.

II. Review of Literature

2.1 Human Resources

Human resource management can be interpreted as a process of humanly utilizing humans as workers so that their physical and psychological potential functions optimally for the achievement of organizational goals (Nawawi, 2011). The focus studied by HRM is only on issues related to human labour. Without reliable human resource management, processing, use and utilization of other resources will be ineffective, efficient and productive.

2.2 Leadership Style

Leadership is an ability to influence a group to achieve goals. Leadership depends on many factors and each leader can always improve and enhance his or her abilities in the field of leadership by imitating the methods adopted by successful leaders in their duties and applying the principles that underlie good leadership (Robbins, 2011). Leadership is an important factor in providing direction to employees especially at this time where everything is completely open, so the leadership needed is leadership that can empower its employees (Mangkunegara, 2016).

2.3 Work Motivation

According to (Siagian, 2015), motivation can be defined as an encouragement in employees to do their best in carrying out their duties because they believe that with the success of the organization achieving its goals and various objectives, the personal interests of the members of the organization will also be maintained. According to (Rivai & Mulyadi, 2012), motivation is an attitude and values that influence individuals to achieve specific things according to individual goals. Human behavior is actually just a reflection of their basic motivation at its simplest. For human behavior to conform to organizational goals, there must be a combination of motivations for fulfilling their own needs and those of the organization's demands (Azhad et al., 2015). Human behavior arises or begins with motivation.

2.4 Employee Performance

Performance in the organization is the answer to the success or failure of the organizational goals that have been set (Nurul Qomariah, 2020). Bosses or managers often don't notice unless it's really bad or something has gone awry. Too often managers do not know how bad performance has fallen so that the company / agency is facing a serious crisis. Deep organizational bad impressions result and ignore warning signs of declining performance (Masram & Mu'ah, 2015). Performance as the results of work functions/or

activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time.

2.5 Conceptual Framework

Based on the description of thoughts related to the concept used between the variables of leadership style and work motivation on employee performance, schematically described as in Figure 1.

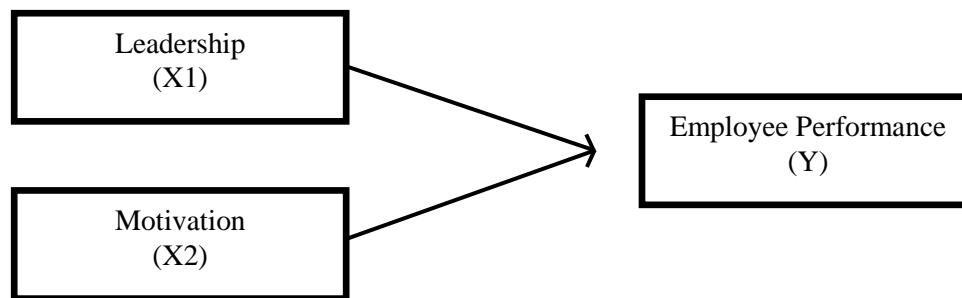


Figure 1. Conceptual Framework

2.6 Research Hypothesis

H1: Leadership influences employee performance

H2: Motivation influences employee performance.

III. Research Method

The variables used in this research are two (2) types, namely the independent variable, which consists of leadership style (X1) and work motivation (X2), while the dependent variable is employee performance (Y).

The operational definition of leadership style variable is the overall pattern of a leader's actions, both visible and invisible to his subordinates and describes a consistent combination of philosophies, skills, traits, and attitudes that underlie a person's behavior (Rivai & Mulyadi, 2012). While the indicators are: 1) the ability to innovate; 2) conceptual ability; 3) communication skills; 4) the ability to make decisions. The operational definition of work motivation is that motivation is the desire to perform as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to fulfill an individual need (Masram & Mu'ah, 2015). The indicators of motivational variables used in this study are: 1) physical needs; 2) security; 3) social needs; 4) appreciation of leadership; 5) self-actualization. The operational definition of performance is real behavior that is displayed by everyone as work performance produced by BUMDES Pontang employees according to their role in a planned manner at the time and place of the employee in the company (Rivai, 2009). The indicators of performance are: 1) working time; 2) abilities and skills; 3) results of work; 4) cooperation; 5) good relationship.

The population of this study were all employees of BUMDES Pontang, Ambulu District, Jember Regency, namely 41 employees, all of whom were used as respondents. Data analysis uses 3 analyses, namely: 1) descriptive analysis of respondents; validity and reliability test analysis; 3) multiple linear regression analysis.

IV. Result and Discussion

4.1 Descriptive Analysis Results

Based on the results of the calculation, the descriptive of the respondents is that based on age it can be seen that the total respondents aged 22-30 years amounted to 11 people or 26.7%, respondents.

4.2 Data Validity Test Results

The validity test has the objective of testing how far the accuracy of the measuring device in the form of a questionnaire can be measured. The indicator is valid if the value of $r \text{ count} > r \text{ table} (n-2)$. The results of the validity test are presented in Table 2. The results of the validity test analysis show that the correlation between each indicator to the total construct score of each variable shows valid results. This is because $r \text{ count} > r \text{ table}$. So it can be concluded that all statement items are declared valid.

Table 2. Validity Test Results

No	Indicator	r-count	r-table	Results
1	X1.1	0,865	0.308	Valid
2	X1.2	0,880	0.308	Valid
3	X1.3	0,566	0.308	Valid
4	X1.4	0,699	0.308	Valid
5	X1.5	0,449	0.308	Valid
6	X2.1	0,725	0.308	Valid
7	X2.2	0,854	0.308	Valid
8	X2.3	0,723	0.308	Valid
9	X2.4	0,785	0.308	Valid
10	Y.1	0,749	0.308	Valid
11	Y.2	0,523	0.308	Valid
12	Y.3	0,409	0.308	Valid
13	Y.4	0,653	0.308	Valid
14	Y.5	0,664	0.308	Valid

4.3 Data Reliability Test Analysis Results

Data reliability is important for research that uses questionnaires to collect data. An indication of the reliability of a measuring instrument can be seen from the Cronbach's alpha value. If the Cronbach's alpha value is above 0.4, it is said to be reliable. The results of the reliability testing that has been carried out for the research variables which consist of the variables: leadership (X1), work motivation (X2) and also employee performance (Y), are presented in Table 3. The results of the reliability test are based on Table 3., stating that all research variables is reliable because the Cronbach alpha values are all above 0.4.

Table 3. Reliability Test Results

No	Variable	Alpha Count	Alpha Standart	Results
1	Leadership (X1)	0,738	0,500	Valid
2	Motivation(X2)	0,771	0,400	Valid
3	Employee Performance (Y)	0,759	0,500	Valid

4.4 Results of Multiple Linear Regression Analysis

Regression analysis is used to test the hypothesis about the effect of the independent variables (leadership and motivation) on the dependent variable (employee performance). The results of multiple linear regression analysis are presented in Table 4.

Table 4. Results of Multiple Linear Regression Analysis

No	Variable	Regression Coefficient	Standart Error
1	Constant	8,812	2,872
2	Leadership (X1)	0,248	0,108
3	Motivation(X2)	0,430	0,150

4.5 Discussion

a. The Effect of Leadership Style on Employee Performance.

Leadership style has a positive influence on employee performance, which means that the better the leadership style, the better the employee performance. The results of the regression coefficient show that the leadership style which includes the innovation ability of the BUMDES leadership is very good, the conceptual ability of the BUMDES leadership is very good, the ability to convey the aims and objectives of the BUMDES leadership is very clear, the leadership's ability to understand, understand and take the essence of the conversation is very good, and the leadership's ability encouraging employees to work according to their responsibilities is high enough to show a positive influence on employee performance. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be very good if employees are able to carry out their duties properly and on time, complete work exceeding the specified target, and very satisfying work results. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be good if employees are able to carry out their duties properly and on time, complete work according to the specified target, and have satisfactory work results. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be quite good if employees are able to carry out their duties, complete the work almost to the specified target, and the work results are quite satisfactory. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be not good if employees are able to carry out their duties not on time, are unable to complete work according to the specified targets, and work results are unsatisfactory. This also shows that Leadership Style affects Employee Performance, which means the better the Leadership Style which includes Village Owned Enterprises (BUMDes) Leaders of Pontang Village can manage changes that allow innovation to be born and thrive in the organization, Referring to the ability to communicate regarding the formation, delivery and receiving information from the Head of a Village-Owned Enterprise (BUMDes) in Pontang Village, Ambulu District, Jember Regency, Referring to the response of the Village-Owned Enterprises (BUMDes) leadership in Pontang Village, Jember Regency towards understanding, understanding and taking the main points in the conversation, Referring to the role of the Business Entity leader Village Owned (BUMDes) Pontang Village, Ambulu District, Jember Regency to provide direction so that employees work according to their job responsibilities, and the ability of leaders to contribute to the successful achievement of organizational goals. The leadership of Village-Owned Enterprises (BUMDes) in Pontang Village, Ambulu District, Jember Regency, which is expected to have a major role in achieving organizational goals that have been made, will have an impact on better employee performance. The leadership of the Pontang Village

Village Owned Enterprise (BUMDes) tends to be kind to employees so that employees feel comfortable when working. The leaders of village-owned enterprises (BUMDES) in Pontang Village, Ambulu District, Jember Regency should maintain or even improve their leadership style which will have an impact on employee performance. These results are in line with research conducted by: (Nurul Qomariah, 2012), (Andriani, Kesumawati, & Kristiawan, 2018), (Udin, Dananjoyo, & Isalman, 2022), (Lapatta & Temaluru, 2023), (Chandra et al., 2020), (Purba, Sidabariba, Manalu, & Simatupang, 2023), (Abbas, Saud, Usman, & Ekowati, 2020), (Kurniawati & Tobing, 2019), (Fikri & Setiawati, 2021), (Mohammad, Menhat, Zaideen, Saadon, & Hussein, 2022), (Ayuningtyas & Utami, 2019), (Listiani, Ribhan, & Mardiana, 2020), (Arijanto, Widayati, & Pramudito, 2022), (Majali, Alkaraki, Asad, Aladwan, & Aledeinat, 2022), (Riyadi, 2020)(Hadiana & Maya Sari, 2019), (Ishak, Mei, & Majid, 2019), (Hafifi, Qomariah, & Arifin, 2018), (Khan, Durrani, Hamid, & Ishtiaq, 2021), (Nurul Qomariah, Hermawan, et al., 2020), (Atikah & Qomariah, 2020). While research (Priyono, Cahyono, & Qomariah, 2019) states that leadership has no impact on employee performance.

b. The Effect of Motivation on Employee Performance.

Work motivation has a positive influence on employee performance, which means that the better the work motivation, the better the employee performance. The results of the regression coefficient show that work motivation which includes giving bonuses, cash and Leadership Style from leaders to employees of BUMDES in Pontang Village who excel, motivates me to work better in the future, job security facilities which include the existence of social security for workers, health benefits, health insurance, and work safety equipment for Pontang Village BUMDES employees, motivating me to work better in the future, Seriousness of leaders in carrying out, communication with Pontang Village BUMDES employees, adding to work better in the future, there is praise and appreciation from the leadership to the outstanding Pontang BUMDES employees, motivating me to complete every job, and in raising my rank or being sent to further education and training by the leadership for the high achieving Pontang BUMDES employees, motivating me to work better showing a strong influence positive on employee performance. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be very good if employees are able to carry out their duties properly and on time, complete work beyond the specified target, and very satisfying work results. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be good if employees are able to carry out their duties properly and on time, complete work according to the specified targets, and satisfactory work results. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be quite good if employees are able to carry out their duties, complete the work almost to the specified target, and the work results are quite satisfactory. The performance of BUMDES Pontang employees, Ambulu District, Jember Regency is said to be not good if employees are able to carry out their duties not on time, are unable to complete work according to the specified targets, and work results are unsatisfactory. This also shows that motivation affects employee performance, which means the better the motivation which includes giving bonuses, cash and leadership style from leaders to employees of BUMDES in Pontang Village who excel, motivating me to work better in the future, there are job security facilities which include workers' social security, health benefits, health insurance, and work safety equipment for Pontang Village BUMDES employees, motivating me to work better in the future, Seriousness of leaders in carrying out, communication with Pontang Village BUMDES employees, adding to work better in the future, with praise and appreciation from the leadership for the outstanding BUMDES Pontang employees, motivating me to

complete each job, and being promoted or sent to follow further education and training by the leadership for the outstanding BUMDES Pontang employees, motivating me to work better will have an impact on better employee performance. Motivation is an encouragement from within a person or employee in the Pontang Village Village Owned Enterprise (BUMDes) to work even better. All elements of the employees of the Village Owned Enterprise (BUMDES) in Pontang Village, Ambulu District, Jember Regency should maintain and increase motivation so that they can provide recognition or guarantees to employees so that their employees are more motivated to achieve better performance. These results are in line with research conducted by :(Candana, Putra, & Wijaya, 2020), (Muhsin & Arifa, 2018), (Rizal & Radiman, 2019), (Ardianti, Qomariah, & Wibowo, 2018), (R. A. Kurniawan et al., 2019), (Wijianto et al., 2020), (Soebyakto, Hanafi, & Rakasiwih, 2019), (Ulantini et al., 2022), (Hendrawijaya et al., 2019).

V. Conclusion

Based on the explanation of the research results, the conclusions in this study are that: 1) Leadership has a positive effect on employee performance, which means that the better the leadership style, the better the employee performance; 2) The motivation given by the leadership of the Pontang Ambulu Jember BUMDes has a positive impact on employee performance. This indicates that the better mMotivation will have an impact on better employee performance.

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