

The Impact of Leadership Style on Employee Performance at the Public Works Office of East Luwu Regency

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Abstract

Leadership, Transactional Leadership, and Motivation with the Performance of Public Works Department employees of East Luwu Regency on the performance of district public works employees. East Luwu . This research was conducted with the aim of: (1) analyzing the transformational leadership style on employee performance, (2) analyzing the effect of transactional leadership style on employee performance, (3) analyzing the effect of motivational style on employee performance, (4)) analyzing which leadership style is the most dominant influence on employee performance. The results of this study are waiting for a saturated sample where the total population of 49 people is used as the research sample, the survey was conducted from August to September. The results of this study show that: (1) transformational leadership style has a positive but not significant effect on employee performance (2) transactional leadership style has a negative but not significant effect on employee performance, (3) motivation has a positive but not significant effect on employee performance, (4) motivation is the dominant factor influencing leadership style, (5) the contribution of transformational leadership, transactional leadership, and motivation on employee performance is 19.9%. This means that a good leadership style is one of the determining factors for employee performance.

1. INTRODUCTION

The General Employment Service of East Luwu Regency operates within the government's organizational framework and holds a strategic role in its functioning. Its responsibilities extend beyond serving the Regent and Deputy Regent as the organizational leaders of the East Luwu Regency government; it also serves the community by providing essential government services. The evolving regulations and dynamic shifts in societal dynamics continuously emphasize the need for consistently excellent government services. However, a notable challenge observed in the Department of General Employment of East Luwu Regency is the lack of self-awareness, work achievements, accountability, supervision, and guidance. These shortcomings have led to suboptimal performance results, indicating an area where leadership intervention is required.

Effectively developing a clear organizational strategy requires addressing both the organizational structure and effective leadership (Porter, 1996). The effectiveness of organizational strategy, as highlighted by Green Berg and Barson (2000), relies heavily on leadership. Leadership, as a pivotal element, is crucial for achieving organizational goals. Transformational leadership emphasizes establishing a closer relationship between leaders and followers, characterized not only by agreements but also by trust and commitment (Jung and Avolio, 1999). Bass and Bruce (2003) define transformational leadership as a style wherein a leader leverages their influence to inspire subordinates. This style fosters trust, admiration, loyalty, and respect towards the leader, motivating subordinates to perform optimally. In the context of the General Employment Service of East Luwu Regency,

implementing effective transformational leadership could potentially address the current performance gaps and enhance the overall effectiveness of the organization.

2. RESEARCH METHODS

The research approach utilized in this study is quantitative in nature. This choice is grounded in the numerous advantages that a quantitative approach offers, such as the pre-defined subjects and samples, the availability of well-structured data collection instruments, flexibility, time efficiency, and practicality. Additionally, a quantitative approach enables the testing of correlations and influences through statistical methods. The research will be conducted at the Office of General Employment in East Luwu Regency, and the intended timeframe for its implementation spans three months from March to May 2018.

3. RESULTS AND DISCUSSION

The study presents an overview of the characteristics of respondents based on various factors. The distribution of respondents based on sex is depicted in Table 1, where out of the total 49 respondents, 31 are men (63.3%) and 18 are women (36.7%). Similarly, the distribution of respondents based on age is outlined in Table 2, with 34 respondents aged 40 years or older (69.4%) and 15 respondents aged below 40 years (30.6%). Education-based characteristics of respondents are detailed in Table 3, where 3 respondents have D4 education (6.1%), 39 have S1 education (79.6%), and 7 have S2 education (14.3%).

Moving on to the description of variable responses, Table 5 to Table 8 provide insights into the answers given by respondents for each variable. For instance, Table 5 illustrates the response distribution for the leadership style variable "transformational," showcasing the varying levels of agreement among respondents. Furthermore, the validity, reliability, normality, heteroscedasticity, and multicollinearity tests were performed. Validity test results confirm the suitability of the questionnaire items for measuring the variables.

Reliability test outcomes in Table 10 indicate that all variables possess acceptable reliability with Cronbach's alpha coefficients exceeding 0.601. The normality test is demonstrated through histogram graphs and normal probability plots, showcasing the normal distribution pattern of the data.

The study further delves into the analysis of multiple linear regression. Table 12 presents the results of the regression test, indicating the coefficients of each variable and their impact on employee performance. Notably, transformational leadership style (X1) is found to have a positive effect on employee performance, while transactional leadership style (X2) and motivation (X3) display insignificant effects. The t-test and F-test results are discussed to ascertain the significance of individual variables and the overall model.

The dominant test in Table 15 suggests that motivation (X3) holds the most dominant influence on employee performance. Finally, the determination test in Table 16 indicates that the variables studied account for 19.9% of the variation in employee performance, while other unexplored variables contribute to the remaining 80.6%. This comprehensive examination of respondent characteristics, variable responses, and statistical tests provides a thorough understanding of the research findings and their implications on the relationship between leadership styles, motivation, and employee performance at the General Employment Office of East Luwu Regency.

3.1 Research Results

3.2.1 Leadership influence test results transformational (X₁) on employee performance (Y)

Based on the results of the partial test, it is evident that the effect of the transformative leadership style on employee performance yields a t-count of 0.441, coupled with a significance level of 0.662. When compared with the t-table value at a significance level ($\alpha = 0.05$), specifically 2.014, it becomes apparent that the transformative leadership style does not exert a significant influence on employee performance.

This conclusion is drawn because the t-count exceeds the t-table value, and the significance value (sig value) is less than α . As a result, the hypothesis (H1) posited in this study, suggesting that "transformational leadership has a significant effect on employee performance," does not find empirical support in the data.

3.2.2 Leadership influence test results transactional (X_2) on employee performance (Y)

Based on the partial test results, it is evident that the effect of the transactional leadership style on employee performance yields a t-count of -0.190, accompanied by a significance level of 0.985. When compared with the t-table value at a significance level ($\alpha = 0.05$), specifically 2.014, it becomes apparent that the transactional leadership style does not exert a significant effect on employee performance. This conclusion is drawn because the t-count is lower than the t-table value, and the significance value (sig value) is greater than α . Consequently, the hypothesis (H2) posited in this study, suggesting that "Transactional Leadership Style has a significant effect on employee performance," does not find empirical support in the data.

3.2.3 motivational influence test (X_3) on employee performance (Y)

Based on the partial test results, it is evident that the effect of motivation on employee performance reveals a t-count of -1.194, along with a significance level of 0.239. Upon comparison with the t-table value at a significance level ($\alpha = 0.05$), which is 2.014, it becomes clear that motivation does not hold a significant effect on employee performance. This conclusion is drawn because the t-count is lower than the t-table value, and the significance value (sig value) is greater than α . Therefore, the hypothesis (H3) proposed in this study, suggesting that "motivation has a significant effect on employee performance," is not substantiated by the data. Leadership and motivation are two of the

numerous influencing factors affecting employee performance. Leadership itself encompasses various variants, including transformational leadership style and transactional leadership style. The following discussion will delve into the influence of transformational leadership style, transactional leadership style, and motivation on employee performance at the Department of Labor General East Luwu.

4. CLOSING

4.1 Conclusion

Based on results and changes that have been made described, then can concluded.

- a. Transformational leadership has a positive influence on employee performance at the Department of Labor General East Luwu; however, this influence is not statistically significant.
- b. Transactional leadership, on the other hand, exhibits a negative influence on employee performance at the Department of Labor General East Luwu; nonetheless, this influence is not statistically significant.
- c. Motivation demonstrates a positive influence on employee performance at the Department of Labor General East Luwu; nevertheless, this influence is not statistically significant.
- d. Motivation emerges as the dominant factor influencing employee performance at the Department of Labor General East Luwu.
- e. The combined contribution of transformational leadership, transactional leadership, and motivation to employee performance at the Department of Labor General East Luwu is 19.9%.

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