

# THE EFFECT OF LEADERSHIP, MOTIVATION, APPLICATION OF LEARNING ORGANIZATION ON PERFORMANCE OF EMPLOYEES IN THE REGIONAL SECRETARIAT OF CENTRAL LAMPUNG

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**ABSTRACT.** *The demands of good public services need quickly response from government. It caused of the performance of civil servants still poor. Public services become the purposes of public organization. So, make a good performance of employees in public organization become so important to keep the society trust. This research was conducted at locations Secretariat of district, Middle Lampung. The object of this research is all employees in the Regional Secretariat of district Middle Lampung. In this case the technique of collecting data from samples / sources of primary data by asking a list of written questions / questionnaire, the data analysis techniques using multiple linear regression equation. The results of this research may indicate the relationship between Leadership, Motivation, Implementation of Learning Organization with employee job performance.*

**Keywords:** *leadership, motivation, learning organization, employee job performance*

**ABSTRAK.** Tuntutan pelayanan publik yang baik perlu segera ditanggapi oleh pemerintah. Ini disebabkan kinerja pegawai negeri masih miskin. Layanan publik menjadi tujuan organisasi publik. Maka, menjadikan kinerja karyawan yang baik dalam organisasi publik menjadi sangat penting untuk menjaga kepercayaan masyarakat. Penelitian ini dilakukan di lokasi Sekretariat Kabupaten, Lampung Tengah. Objek penelitian ini adalah seluruh karyawan di Sekretariat Daerah Kabupaten Lampung Tengah. Dalam hal ini teknik pengumpulan data dari sampel / sumber data primer dengan mengajukan daftar pertanyaan tertulis / kuesioner, teknik analisis data menggunakan persamaan regresi linier berganda. Hasil penelitian ini dapat menunjukkan hubungan antara Kepemimpinan, Motivasi, Implementasi Organisasi Pembelajaran dengan prestasi kerja karyawan.

**Kata kunci:** kepemimpinan, motivasi, organisasi pembelajar, kinerja pegawai

## INTRODUCTION

Globally, including in Indonesia, public services are undergoing changes and shifts. This shift aims to organize better governance. Public organizations are the largest organization that accommodates all levels of society with the scope of the State and has legitimate (legitimate) authority in the field of politics,

government administration and law in an institution so that it has the obligation to protect its citizens and serve its needs. In addition, it also has the right to collect taxes for funding and impose penalties as sanctions for enforcing regulations. In other words, the Government is the leading organization that deals with public services.

Facing such rapid environmental changes, the government that plays a role in providing public services must be more responsive and more responsive to what the community needs and know the best way to provide public services to the community. This is because the community has great expectations for this public organization. The success of this public organization can be seen from the performance of the apparatus. Barton & Chappel in Keban (2014: 5) see public administration as "the work of government" or work carried out by the government. This definition suppresses the involvement of personnel in providing services to the public. This is also confirmed by Chandler and Plano (Keban, 2014) public administration is "the process by which resources and public personnel are organized and coordinated to formulate, implement and manage (manage) decisions in public policy. Based on the two opinions above, personnel or resources have an important role in organizing the government.

In the government of the Republic of Indonesia, this role is carried out by Civil Servants (PNS). Therefore, the performance of the public sector apparatus is important to continue to be improved. The appraisal of apparatus performance directly affects the government's image in the eyes of the wider community. According to Gibson, (2008) the factors that influence performance are factors of individual variables consisting of abilities and skills, background, and demographics. The second factor influencing performance is a factor of psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and work stress. While the third factor that affects performance is organizational factors consisting of leadership, compensation, conflict, power,

organizational structure, job design, organizational design, and career. While Mahmudi (2015) sees that performance is influenced by factors as follows: personal / individual factors include: knowledge, skills (skills), abilities, confidence, motivation and commitment that each individual has;

1. Leadership factors, including quality in providing encouragement, enthusiasm, direction and support given by managers and team leaders;
2. Team factors, including the quality of support and the importance given by colleagues in one team, trust in fellow team members, cohesiveness and closeness of team members.
3. System factors, including: work systems, work facilities or infrastructure provided by organizations, organizational processes and organizational performance culture;
4. Contextual (situational) factors, including: pressure and changes in the external and internal environment.

Based on the description above, the authors assume that there are 3 factors that have a major influence on performance. The three factors that influence the performance are leadership, motivation and the application of learning organizations affect employee performance. Low employee performance (2015) can be seen from indicators of high absenteeism, high employee turnover, unattainable targets or low employee productivity.

In addition, very rapid changes in the environment, such as political, economic, technological, social change, business change require that all organizations, both public and private organizations, have the ability to respond or adapt to change. This is the main requirement if

the organization wants to survive. Public sector organizations are required to be able to quickly adapt to various changes so that organizational goals or organizational performance can be achieved. These changes require that the management of the organization be carried out in new ways so that organizational goals are more effective in an ever-changing environment. This certainly demands that organizations continue to learn in the face of change. From here it was then known as the concept of organizational learning or learning organization.

Regional Secretariat Central Lampung Regency Government is one of the public sector organizations. This organization is one of the organizational units in the Central Lampung District Government which consists of 11 parts with 106 civil servants also facing challenges in their efforts to improve organizational performance.

The work system of employees who are too bureaucratic and less responsive to service needs suggests that there is still no pervasive understanding of bureaucratic reform. Internal organizational constraints and external changes that require the ability of government organizations to adapt, anticipate and then harmonize them in a spirit package and working mechanisms for public services are key factors in the success of services provided to the community.

Efforts to improve service performance are carried out through effective leadership and increased motivation and through the learning process within the organization.

The patterns of service delivery that still adhere to old ways and understandings need to be replaced

through the learning process. Learning is an important key for the occurrence of changes in an organization that is introduced through the Learning Organization concept. The concept of a Learning Organization has actually been long introduced and an inspiration and an important part of the studies of the era of the birth of the concept of structuring the implementation of good governance.

Based on the background of the problem, it appears the importance of leadership, motivation and application of learning organizations in improving employee performance. This makes the author feel interested in conducting a study entitled "The Effect of Leadership, Motivation and Application of Learning Organizations on Employee Performance at the Central Lampung Regency Regional Secretariat".

## **METHODE**

This research was conducted using a quantitative approach, using descriptive study methods, namely methods directed at solving problems by describing or describing the results of research. This research is descriptive quantitative, which explains the relationship between variables by analyzing numerical data (numbers) using statistical methods through hypothesis testing.

In this study, the sampling technique used Random Sampling Technique. In this sampling method, samples are taken randomly taking into account the strata that exist in that population. The number of employee population in the Central Lampung Regency Secretariat has 116 people, so the sample is 92 people.

The steps taken after the data collected through data collection techniques are processing data. In this data processing stage, there are activities

carried out, namely: Editing, Coding (Giving), Giving scores or values and Tabulations. Measurements are made by asking respondents to choose one of the answers provided in the questionnaire. Each alternative answer available in the questionnaire gets the weight score between 1 and 4. Alternatives to the answers in the questionnaire are given the following values:

Strongly Disagree= 1  
Disagree = 2  
Agree = 3  
Strongly Agree = 4

In research, the efficacy of research instruments (valid and reliable) is important in data collection. Because the correct data determines the quality of a study. Whereas the correctness of the data depends on whether the data collection instrument is correct or not.

Product Moment Coefesient of Correlation. Pearson Product Moment Coefesient of Correlationas follows:

$$r = \frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{\{n\sum x^2 - (\sum x)^2\} \{n\sum y^2 - (\sum y)^2\}}}$$

Where :

N = Number of data pairs X and Y  
 $\sum x$  = Total Amount of Variable X  
 $\sum y$  = Total Amount of Variable Y  
 $\sum x^2$  = Square of the Total Number of Variables X  
 $\sum y^2$  = The square of the total number of variables Y  
 $\sum xy$  = Multiplication Results of the Total Number of Variables X and Variables Y

## RESULT AND DISCUSSION

From the results of the validity test conducted with the help of the SPSS18.0

program, it shows that the Pearson Product Moment correlation coefficient for each item is a questionnaire statement with a variable total score for indicators using the Likert scale namely employee performance (Y), leadership (X1), motivation (X2 ), the application of the Learning Organization (X3) is valid at the 0.05 level of significance.

For the correlation values for items 10, 15 and 27, 28 and 38 the correlation value is less than 0.6319. Then it can be concluded that these items do not correlate significantly with the total score or can be said to be invalid. So the items must be removed. While other items value is more than 0.6319 and it can be concluded that the item is valid.

**Tabel 1. Test Instrument Reliability Test Value**

No.	Research variable	Value Alpha Cranchbach
1	Employee performance(Y)	0, 922
2	Leadership (X1)	0, 782
3	Motivation (X2)	0, 929
4	Applications of Learning Organization (X3)	0, 919

Source: results of primary data processing

In this study used the reliability test with the Cronbach Alpha method. If the Cranbach alpha coefficient is 0.6 or more, then the research instrument can be said to be reliable. The results of the measurement of reliability tests are obtained as follows at table 1.

The results of the study indicate that serving leadership has a significant influence on performance. This means that to optimize performance, the leaders in the Central Lampung Regency Secretariat must be able to give a good influence so that their subordinates can achieve optimal performance by carrying out 10 principles of service leadership. A leader who is oriented towards servant

leadership will be able to bring subordinates to achieve better performance. Leadership means involving people or other parties, namely employees or subordinates (followers). The employees or subordinates must have the willingness to receive direction from the leader. A leader must really know employees, understand agreements with employees, set a good example, strive so that all employees want the achievement of organizational goals.

Based on the results of respondents' responses to questions 1 to 8, data were obtained that most of the respondents gave agreed answers and strongly agreed. Thus leadership serves with indicators of leaders giving responsibility, empowering members, modeling, daring to take risks and having a vision proven to have an influence on employee performance. The leadership variable has an effect of 28% on employee performance at the Central Lampung District Secretariat.

Leaders who carry out a serving leadership style are able to have a significant influence on improving employee performance. Behavior of leaders who serve (Servant Leaders) who are able to foster interaction between leaders and their subordinates harmoniously has a greater impact by influencing the values, attitudes, and behavior of subordinates. A servant leader will involve the participation of employees by providing opportunities and trust in employees so as to create a sense of togetherness, because basically leaders who work alone and do not give trust to subordinates, will not achieve the expected results. In addition, a servant leader must be able to set an example for subordinates.

This research also proves that for optimal employee performance, servant

leaders must be able to clearly convey the objectives to be achieved to subordinates, give the opportunity for subordinates to carry out their work responsibly, set work standards and provide assistance to subordinates to complete work.

### ***Effects of Motivation on Performance Employees at the Regional Secretariat Central Lampung Regency***

Motivation for someone to do work because they have a purpose to fulfill their needs. A person will feel a concern if his life needs are not achieved so that it will affect the individual to further enhance his motivation. The results of this study indicate that motivation has a significant influence on employee performance. Motivational variables have an effect of 24.2% on employee performance.

Based on the respondent's answer to the motivation variable it can be concluded that in a public organization, if the leader gives an opportunity to subordinates to achieve good results or performance. If the subordinates have succeeded in doing the work, then the leader must declare the success of his subordinates and reward work achievement. In addition, leaders also need to provide opportunities for employees to be responsible for their work and opportunities for advancement. If this is done by the leader, employees will be motivated to improve their performance. Work motivation variables show a positive influence, meaning that by increasing work motivation it results in increasing employee performance. This result is in accordance with the opinion expressed by Herzberg which states that employees who have high motivation in doing their work will cause a person's performance in the organization to increase and the target of the

organization can be achieved. This is consistent with the results of the hypothesis of this study that motivation affects employee performance.

Motivation works to increase enthusiasm and enthusiasm in work so that the possibility of mistakes - mistakes in work, lack of sense of responsibility, reluctance to implement the plans that have been set, lethargy - lethargy and so on can be minimized. High work motivation makes employees in the Central Lampung Regency Secretariat strive to overcome and solve problems - problems faced in carrying out their duties and jobs. Conversely, low work motivation makes employees easily give up on the situation when they get difficulties in carrying out tasks and jobs so it is difficult to achieve the expected goals. Therefore, leaders need to create conditions that support the increase in work motivation which is still included in sufficient categories, for example we create a conducive situation in the framework of competition for work performance (such as awarding and career advancement).

#### ***Effect of LO Application on Employee Performance at the Central Lampung District Secretariat***

The test results show that the variable of LO implementation has a positive and significant effect on employee performance, which is shown by the value of sig (0,000) smaller than the value of  $\alpha$  (0.05). The variable of the application of LO has an effect of 32.9% on the variable Employee Performance.

Based on the results of the respondents' answers, it can be concluded that the application of Learning Organizations in the Central Lampung District Secretariat is very influential on employee performance at the Central

Lampung District Secretariat. How does the Central Lampung Regency Secretariat organization adapt and adapt it proved to have an influence on the performance of its employees. The more open to change, the higher the employee's performance. Based on this study, this organization proved to be a learning organization that provides opportunities and encourages every individual in the organization to continue to learn and expand their capacity.

Leaders in public organizations encourage employees to think creatively in doing work, encourage service innovation, provide opportunities for employees to express ideas in order to achieve organizational goals and provide opportunities for employees to attend training, training and outreach to increase employee capacity.

In public organizations such as the Central Lampung Regency Secretariat, leaders are expected to have a clear frame of mind on how best operating standards should be implemented, how the patterns of employment are carried out so that the quality of service to the community can run well. Individual learning patterns, in the concept of learning organizations, are combined with learning patterns in teams. This is intended to create a strong synergy among the officials to make optimal contributions to improving organizational performance. Other aspects, in addition to skills that need to be honed through the learning process, as well as the spread of vision, in order to establish a clear shared vision, for improving service performance.

#### ***Effect of Leadership, Motivation, Application of LO on Performance at the Central Lampung Regency Regional Secretariat***

The test results show that leadership variables, motivation and implementation of LO together have a positive and significant effect on employee performance, which is indicated by the large sig (0,000) value smaller than the value of  $\alpha$  (0.05). R Square value of 0.453 means that the contribution of leadership variables, motivation and application of LO to the employee performance variable is 45.3% while the remaining 54.7% (100% -45.3%) is influenced by other factors.

Based on the respondents' answers in this study it can be concluded that in an organization there is a diversity of individual behaviors in developing themselves and achieving their goals. Therefore, in order to achieve maximum organizational goals, a number of supporting factors are needed, including: serving leadership, high employee motivation and an adaptive organization and continuous learning. Learning organizations that are being developed in addition to changing individuals within them also aim to change the system and old ways of working that are deemed no longer in accordance with the demands of external change and the demands of increasing individual competence in it. But learning organizations also emphasize the element of working in teams so that later it will also reduce competition among members.

This research also proves that leadership, motivation and application of Learning Organization variables in the Central Lampung District Secretariat jointly have an influence on employee performance. The leader who serves (Servant Leader) must be done sincerely and not to seek praise or self respect. The attitude of service is primarily intended for those who need service the most, so that a servant leader will be better able to direct subordinates to work

better. Leaders who serve will encourage high motivation from employees to improve performance. Improving employee performance will be even greater if the organization and its leaders apply the Learning Organization principles.

With the application of the Learning Organization in public organizations, especially the Central Lampung District Secretariat, the organization has the power to judge who it is, who the people are in and the potential possessed by the organization which is then developed through continuous learning processes between employees within the organization and with parties external through training, training and technical guidance. With the situation created in public organizations like that, employees can be motivated to always improve, both mental attitudes and skills to improve performance.

## **CONCLUSION**

Based on the results of the analysis and discussion, the conclusions that can be taken are as follows:

1. Leadership has a significant influence of 32.5% on employee performance at the Central Lampung District Secretariat.
2. Motivation has a significant influence of 24.2% on employee performance at the Central Lampung District Secretariat.
3. The application of LO has a significant influence of 32.9% on employee performance at the Central Lampung District Secretariat.
4. Leadership, motivation and implementation of the LO in the sections of the Central Lampung District Secretariat have a significant influence of 45.3% on employee

performance in the Central Lampung District Secretariat.

Some suggestions that can be put forward related to conclusions are as follows:

1. The object of this research is limited to employees at the Central Lampung Regency Secretariat, so the results of the research are limited. To get broader research results, the object of research can be expanded to all employees of Central Lampung Regency.
2. Efforts to improve employee performance can be carried out by providing leadership, increasing motivation and implementing learning organizations.
3. Leaders in public organizations are advised to lead with a serving leadership style because this will improve the performance of the employees they lead.
4. Leaders need to maximize employee motivation by creating conditions that support increased employee motivation, including good

interpersonal relationships, working conditions, opportunities for employees to complete their work properly, recognition / appreciation for employee performance, and each employee given opportunity to be responsible. Because if this can be realized in a public organization, the motivation of employees will increase and performance will definitely increase.

For further research, it is recommended to add other components in future studies, such as compensation, performance allowances and others.

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