
The Influence of Leadership Style and Affective Behavior on Work Motivation and Its Impact on Employee Performance of Aceh Province National Land Agency

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Abstract

This research aims to test the Leadership Style and Affective Behavior role in Work Motivation and Its Impact on the Performance of Employees of the Aceh Province National Land Agency (BPN Aceh). The population was all employees of the BPN Aceh 310 people (including civil servants and contract employees). The sample was determined by census technique where the entire population members were used as the sample. The result concludes that in BPN Aceh, Leadership influences motivation, Affective behavior influences motivation, Leadership influences performance, Affective behavior influences performance, motivation influences performance, Leadership influences performance thru motivation, and Affective behavior influences performance thru Motivation. The findings also explain that in the model, it is proven that work motivation acts as a partial mediator that links leadership and affective behavior. Therefore, it has been proven that the model for increasing employee performance at BPN Aceh is a function of strengthening appropriate leadership style, implementing strong affective behavior, and also increasing work motivation for its employees.

Keywords: Leadership Style, Affective Behavior, Work Motivation, Employee Performance

1. Introduction

Human resources have an important role both in terms of individuals or groups, and human resources are one of the main drivers for the smooth running of an organization's activities, even the success of a company is determined by the existence of its human resources (Ghonyah & Masurip, 2011): (Hariandja & Hardiwati, 2009). Because by increasing employee performance, the company's performance will automatically increase. The National Land Agency (BPN) has the task of carrying out government duties in the land sector following statutory provisions. The Aceh Province National Land Agency (BPN Aceh), which is the BPN that handles the province of Aceh, has a vision of Realizing Spatial Planning and Land Management that is Trusted and World Standard in Serving the Community to Support Their Achievement: "Forward Indonesia that is Sovereign, Independent and Has a Personality Based on Mutual Cooperation".

BPN Aceh Employee performance is assessed using Employee Performance Targets (SKP). SKP is a work plan and target that must be achieved by an employee, which has previously

been prepared and mutually agreed upon between the employee and his superior. Employee Performance Targets themselves are contained in one of the elements in the Civil Servants' Work Performance Assessment. The preparation of SKP in PP 30 of 2019 is carried out through observation by appraisal officials and may consider input from appraisal officials at the same level within the work unit, respectively. In PP (President Regulation) 30 Work Behavior Assessment is carried out by Civil Servant Performance Appraisers, and can be based on Colleague Assessments which can be assessed every semester with criterion A). Very Good (110 – 120 points plus creating new ideas/ways of improving performance that benefit the organization). If the value is 110-120 but there are no new ideas then the Civil Servant Performance Score will not get the title of Very Good. Or conversely, if civil servants have new ideas but the score is less than 110, civil servants also will not get the title of Very Good; B). Fine, grade 90 -120; C). Enough, value 70 – 89; D). Not enough, value 50 – 69; and E. Very Poor, value < 50.

The overall SKP rating for National Land Agency (BPN) employees has not been maximized. Based on data obtained from BPN it is known that the performance achievements of BPN employees have decreased from 2017 to 2021 where in 2016 performance achievements received a score of 91.02 or a good category but in 2021 a score of 86.01 or enough category. This shows that employee performance has not been maximized because there has been a decrease in SKP achievements. 3 aspects form the basis of SKP assessment, namely quantity, quality, and time. However, the low SKP rating of the BPN is found in the time aspect where employees often complete work more than the allotted time. Improving employee performance will have an impact on organizational achievement. The pre-survey found known that employee performance is perceived by respondents as still relatively low because a mean value of 3.31 is obtained where the average value is in the unfavorable category ($3.31 < 3.41$), which reveals that employee performance has not been maximized as expected.

The success of an organization in managing human resources owned greatly determines the success of achieving organizational goals. To improve performance, it is necessary to have high motivation in employees. (Kasmir, 2016). (Ritz, Burris, Brashears, & Frazee, 2013) concluded that there is a close relationship between organizational performance and employee motivation. The pre-survey showed that work motivation is perceived by respondents to be relatively low because a mean value of 3.38 is obtained where the average value is in the less good category ($3.38 < 3.41$), which indicates that employee motivation is not as expected.

Employee performance factors are influenced by leadership style. Theoretically, it is said, an organization is a place for each member (individual) to realize their needs through work (Mohammad, Habib, & Alias, 2011). Thus, the leadership role is very important in building a sense of togetherness. Leaders have the responsibility of creating conditions and incentives that motivate members to achieve the goals set. Motivation or encouragement can have an impact on positive behavior, namely providing enthusiasm for work, or a negative impact, namely pressure. One's leadership style influences one's ability to influence individuals or groups so that subordinates' behavior is following organizational goals, there must be a combination of motivation for fulfilling their own needs and organizational demands. Effective leaders are leaders who recognize the important strengths contained in the leadership of a group and are

flexible in the approach they use to carry out these leadership tasks which can lead to motivation that can improve the performance of their subordinates. The research by (Handoyo, 2015) and (Wang, Chou, & Jiang, 2005) found that leadership influences employee performance. From the pre-survey, it is known that the leadership style perceived by respondents is still relatively low because a mean value of 3.37 is obtained where the average value is in the unfavorable category ($3.37 < 3.41$), which indicates that the leadership style is not as expected. Another factor that influences motivation is the affective behavior of employees. (Galletta, Portoghese, & Battistelli, 2011) said affective behavior is a domain related to attitudes and values. The pre-survey found that the affective behavior perceived by respondents is still relatively low because a mean value of 3.35 is obtained where the average is in the unfavorable category ($3.35 < 3.41$), which indicates that affective behavior is not as optimal as expected.

2. Literature

Employee Performance

According to (Siagian, 2014), employee performance is the overall ability of a person to work in such a way as to achieve work goals optimally and various goals that have been created with smaller sacrifices than the results achieved. Meanwhile, according to (Susanto, Faisal, & Putra, 2019), employee performance is stated as the level of achievement of a person in an organization that can increase productivity. In this article, employee performance will often be called "performance". This study used employee performance indicators referring to Indonesian Government Regulation Number 46 of 2011 concerning the ASN Work Performance Assessment, namely quantity, quality, time, cost, service orientation, integrity, work behavior, discipline, cooperation, and leadership.

Work Motivation

According to (Rivai & Sagala, 2014), motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. (Sondak, Taroreh, & Uhing, 2019) reveals motivation is a condition or energy that drives employees who are directed or focused on achieving the company's organizational goals. Work motivation according to (Suwanto & Priansa, 2016) is a set of forces both from within and from outside a person that encourages a person to start working behavior according to a certain format, direction, intensity, and period. In this article, work motivation will often be called "motivation" only. (Adha, Qomariah, & Hafidzi, 2019) state some indicators of work motivation are:

1. Physical Needs
2. The need for security
3. Social needs
4. The need for appreciation.
5. The need for encouragement to achieve goals

Leadership Style

(Fiaz, Su, Ikram, & Saqib, 2017) states leadership is the process of understanding what people are doing collectively, so they understand and want to do it. (Gopal & Chowdhury, 2014) said leadership in organizations is directed to influence the people they lead, so they want to do as expected or directed by other people who lead them. (Wilderom, Berg, & Wiersma, 2012) suggest that leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits. In this article, leadership style will often be called "leadership" only. This study adopted indicators from research by (Wilderom et al., 2012) using 6 indicators, namely Communication; Maturity; Humility; compassion; Substance; and Confidence.

Affective Behavior

The affective domain is a realm related to attitudes and values. Affective ability is part of learning outcomes and has an important role. Learning in the affective domain is needed to facilitate the development of values, ethics, aesthetics, and feelings in the employee learning environment. The success of learning in the cognitive and psychomotor domains is largely determined by the individual's affective condition (Cole, Walter, & Bruch, 2008). According to (Cole et al., 2008), the number of affective behavior at work is as follows:

- a) attitude towards himself during the learning process
- b) attitudes concerning superiors during the learning process
- c) attitudes concerning colleagues during the learning process
- d) attitudes concerning environment during the learning process
- e) responses to learning materials obtained

Hypothesis

The authors used the literature above as the basis for formulating the hypothesis, providing the result as follows.

H1: Leadership influences motivation

H2: Affective behavior influences motivation

H3: Leadership influences performance

H4: Affective behavior influences performance

H5: Motivation influences performance

H6: Leadership influences performance thru Motivation

H7: Affective behavior performance thru Motivation

3. Method

In this study, the intended population was all employees in BPN Aceh totaling 310 people (including ASN and contract employees). Sampling was done by census technique where the entire population members were used as a sample. The data used were the primary data. Data were tested using SEM-AMOS, thru measurement and structural tests. The measurement test used a confirmatory factor analysis (CFA) technique to see the loading factors and the goodness of fit, and after that structural test was used to test the direct effects in the model. The Sobel calculator was also used to test the indirect effects of the model.

4. Result

Testing the direct effect hypotheses was carried out thru SEM technique. The table below shows the structural test result, after processing the CFA.

Table 1. Standardized Regression Weight

	Influence	Estimates	SE	CR	P
Performance <---	Leadership Style	0.451	0.077	6,199	0.000
Performance <---	Affective Behavior	0.457	0.075	6,086	0.000
Performance <---	Leadership Style	0.305	0.066	5,332	0.000
Performance <---	Affective Behavior	0.373	0.069	5,824	0.000
Performance <---	Employee Performance	0.324	0.078	4,549	0.000

Source: Primary Data Processed, (2023)

H1: Leadership on Motivation

Testing the Leadership effect on Motivation resulted in CR 6.199 with p 0.000, explaining that Leadership Style influences increasing Motivation. The influence size of Leadership on Motivation is 0.451 or 45.1%. This proves the stronger Leadership the higher Motivation.

H2: Affective Behavior on Motivation

Testing affective behavior effect on motivation provides CR 6.086 with p 0.000, explaining affective behavior influences the increase in motivation. The influence size of Affective Behavior on Motivation is 0.457 or 45.7%. This reveals the stronger Affective Behavior will further increase Work Motivation.

H3: Leadership Style on Performance

Testing Leadership effect on Employee Performance produces CR 5.332 with p 0.000, describing Leadership Style influences Performance. The effect size of Leadership on Performance is 0.305 or 30.5%. This proves the stronger the Leadership will be followed by the higher Performance.

H4: Affective Behavior on Performance

Testing affective behavior effect on employee performance resulted in CR 5.824 with p 0.000, figuring affective behavior influences performance because the significance value obtained is <0.05.

H5: Motivation on Performance

Testing motivation effect on performance produces CR 4.549 with p 0.000 meaning the motivation influences performance. The influence size of Motivation on Performance is 0.324 or 32.4%. This proves the higher the Motivation the higher the Performance.

H6: Leadership on Performance through Motivation

Sobel test provides the value 3.388 with p 0.000, meaning Motivation functions as a mediator in this H6 model. Because Leadership Style significantly can affect Performance directly (H3 model), so Motivation functions partially in this H6 model. Partial means that the Leadership Style significantly can affect Performance both thru motivation or even without motivation

Table 2. Testing H6 model

Input:		Test statistic:		Std. Error:	p-value:
a	0.451	Sobel test:	3.38826532	0.04312649	0.00070336
b	0.324	Aroian test:	3.35587852	0.0435427	0.00079113
s _a	0.077	Goodman test:	3.42160826	0.04270623	0.00062252
s _b	0.078	Reset all		Calculate	

H7: Affective Behavior on Performance through Motivation

Sobel test provides the result 3.432 with p 0.000, meaning motivation functions as a mediator in this H7 model. So, because affective behavior significantly can affect performance directly (H4), the motivation role in mediating the affective behavior effect on performance is partial. Partial means that the Affective Behavior significantly can affect Performance both thru motivation or even without motivation.

Table 3. Testing H7 model

Input:		Test statistic:		Std. Error:	p-value:
a	0.457	Sobel test:	3.4322046	0.04314078	0.0005987
b	0.324	Aroian test:	3.40107745	0.04353562	0.00067121
s _a	0.075	Goodman test:	3.46420233	0.04274231	0.00053181
s _b	0.078	Reset all		Calculate	

5. Conclusion

The result concludes that in BPN Aceh, Leadership influences motivation, Affective behavior influences motivation, Leadership influences performance, Affective behavior influences performance, motivation influences performance, Leadership influences performance thru motivation, and Affective behavior influences performance thru Motivation. The findings also explain that in the model, it is proven that work motivation acts as a partial mediator that links leadership and affective behavior. Therefore, it has been proven that the model for increasing employee performance at BPN Aceh is a function of strengthening appropriate leadership style, implementing strong affective behavior, and also increasing work motivation for its employees. This model becomes the basis for academics in developing advanced theories by relating it to other variables, and expanding the scope studied. For practitioners, this model can also be a reference for strategy formulation in their organizations. Some recommendations for the subject of this research, namely BPN Aceh, are as follows.

- 1) For the leadership style, the lowest average value is on the substance indicator. This can be a concern for BPN Aceh should be able to improve leadership so that it becomes a role model for other employees.

- 2) For the affective behavior, the lowest average value is on the individual attitude indicator concerning his superiors. This can be a concern for BPN Aceh to be able to maintain which can increase harmony between superiors and subordinates.
- 3) For the work motivation, the lowest average value is on the need for appreciation indicator. This can be a concern for The BPN Aceh should be able to provide awards commensurate with the work performance of employees
- 4) For employee performance, the lowest average value is on the cooperation indicator. This can be a concern for BPN Aceh to be able to provide training in improving employee work cooperation

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