



THE INFLUENCE OF LEADERSHIP AND MOTIVATION ON EMPLOYEE WORK PERFORMANCE (STUDY ON EMPLOYEES OF THE CENTER FOR FOOD CROP PROTECTION AND HORTICULTURE, WEST SUMATRA PROVINCE)

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ABSTRACT

The purpose of this study was to find the effect on leadership and motivation on employee work achievement. The object used is West Sumatra Food Crop Protection and Horticulture Agency, this is paper uses a total sumpling technique. Data obtained from the distribution of questionnaires to is West Sumatra Food Crop Protection and Horticulture Center. This paper is included in the research explanation using a quantitative approach. The data analysis method used in this paper is multiple linear regression analysis. The results showed that leadership had a partially positive and significant effect on employee work achievement. And motivation had positive and significant effect on employee work achievement.

Keywords: *Employee Work Achievement, Leadership and Motivation*

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INTRODUCTION

Every Organizations, whether private or government, definitely have targets that must be achieved in the future, therefore an organization must be able to measure the performance of its employees because this can be a factor in achieving these targets. The success or failure of an organization depends on the human resources within it, therefore human resources are a very important asset in an organization, starting from the ability to adapt to the environment, carry out analysis and anticipate the impact on the agency. The most important thing to pay attention to is not only related to reliable and skilled human resources, but also How does an organization or agency need employees who are willing to work seriously to realize the goals of the company itself? This is because the success of an agency or organization is influenced by the human resources who work to achieve its goals.

According to Rivai (2014) leadership style is the way a leader influences his employees by using certain patterns, related to skills, capacity and good communication skills so that employees are able to obey and comply with the direction of a leader. Leadership in an organization is very important, whether an organization is good or bad really depends on the leader and his leadership style, if the leader can carry out his functions well, then the direction of the organization in achieving its goals will be good too. Every leader must be able to maintain relationships between employees and other employees, maintain employee morale, resolve conflicts that occur within the organization without harming other parties and provide rewards for employees who work well. The problems that occur at the West Sumatra Food Crop Protection and Horticulture Center are related to leadership related to employee work performance, including the fact

that the West Sumatra Food Crop Protection and Horticulture Center service leaders are rarely in the office, often making visits to other regions or agencies. This causes other employees not to be supervised, so they work as they please, arrive not according to working hours and complete work not on time, lack of leadership participation, which will result in low employee work performance at the West Sumatra Center for Food Crop Protection and Horticulture, p. This can be seen from the low work achievement of employees. Apart from that, other problems related to leadership that are related to work performance are that there are often conflicts between leaders and their subordinates, many employees do not work according to what their superiors want, so that previous work results are asked to be reworked. This causes ineffective employee performance, which will have an impact on employee work performance. Therefore, to be able to improve employee work performance, agency leaders must be able to supervise their subordinates, both directly and indirectly, so that the work carried out by subordinates runs well and on time.

According to Hasibuan (2016) motivation is a conscious effort to influence someone's behavior so that it leads to achieving predetermined organizational goals. An employee who has high work motivation will have good performance. Good and bad employee motivation at work greatly influences employee performance. Companies or organizations must be able to maintain the work motivation of their employees. An employee must have a strong drive within himself to do good work. This drive can come from various ways, either by increasing confidence in achieving goals or encouragement from external parties. The level of an employee's work motivation greatly influences his performance. Employee work motivation at the West Sumatra Food Crop Protection and Horticulture Center can be said to be lacking, because there are several negative factors that cause employees to be unmotivated at work. Like if there is other work given to employees, they tend to procrastinate and cause the work not to be completed on time.

According to Dharma (2015) defines employee work performance as a service produced or provided by an employee in an organization. That employee work performance is the work achievement achieved by an employee based on the duties and responsibilities assigned to him, work performance is not only limited to completing work according to the time limit that has been set, but also takes into account the quality of work results, a good, capable employee complete all work well and also have a good attitude towards superiors and fellow colleagues. Employee work performance can be measured by indicators which include: work quality such as accuracy and neatness in carrying out tasks given by the leader, work quantity such as quality and output and work time such as speed and accuracy in carrying out a job. The phenomena mentioned above are the main impetus for research to study further the influence of leadership and motivation on the work performance of employees at the West Sumatra Center for Food Crop Protection and Horticulture.

The Influence of Leadership on Employee Work Performance

A leader can be used as an example for other employees, so that employees or subordinates can work well. So it is quite clear in this statement that there is a close and influential relationship between leadership factors and performance at

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work. This statement is supported by the results of previous research conducted by (Hakim Adnan, 2016) that leadership behavior and work motivation partially or simultaneously have a positive and significant influence in improving work performance on the performance of Balinese employees in the Sulawesi River region. Thus, it can be said that leadership behavior and motivation contribute to improving employee performance. If these two variables can be increased or improved, employee work performance can improve to a better level than the previous situation.

Leadership is very important in an organization, if the leader can carry out his functions well, then the direction of the organization in achieving its goals will be good too. According to Siagian (2012) Leadership style is a pattern or method used by a leader to influence or have an impact on his employees. Every leader must be able to maintain relationships between employees and other employees, maintain employee morale, resolve conflicts that occur within the organization without causing harm. other parties and giving rewards to employees who work well, whether an organization is good or bad really depends on the leader and his leadership style. Leaders must also be supported by good governance, in order to be able to align the needs of the organization with the ability to lead so that employee performance at work can also increase. Without this alignment the organization will be difficult to develop.

This research is also strengthened by previous research conducted by Dwi (2017) which found that leadership had a significant positive effect on employee work performance. This means explaining that leadership is one of the factors in increasing employee work performance, because basically leadership is the behavior of a leader in encouraging and influencing good work morale for subordinates. Employee work performance can only be achieved by matching the leader to the situation or by changing the situation to suit the leader, such as the abilities and interactions between leaders, subordinates and superiors. Based on this description, the first hypothesis can be formulated, namely:

H1: The influence of leadership has a positive and significant effect on employee work performance.

The Influence of Motivation on Employee Work Performance

Various kinds of motivation either from within or from outside a person to carry out tasks reflect the results of their work or work performance. The leader's ability to motivate his subordinates will determine the quality of the leader, especially the results or work performance of his employees. This statement is supported by the results of previous research conducted by (Dharmadi Samuel, 2016) that motivation has a positive and significant effect on work performance of PT employees. Kalbe Farma Tbk. This means that the stronger the motivation, the more work performance will increase, thus companies need to increase the motivation of employees so that work performance will also increase.

According to Wahjosmidjo (2017), motivation is a person's conscious effort that originates from oneself or outside oneself which is related to generating the will to strive or work and become better. Motivation that originates from within oneself can be in the form of attitude, strength, mentality and will. to become better, while external factors can be in the form of encouragement from a leader, making certain figures. Someone who has high motivation can be seen from the

person's efforts and will. An employee who has motivation at work can be seen from the results of his work. If employees have motivation, then they know what they are going to do, have ideas for solutions to existing problems and the ability to complete work well and on time. One way to increase employee work performance is by providing high work motivation. Providing work motivation can be in the form of salary, allowances, rewards and recognition. High work motivation can increase an employee's work enthusiasm and enthusiasm. If an employee has high enthusiasm and enthusiasm for work, the goals to be achieved will be achieved. Without work motivation, employees work without enthusiasm and employees may also be undisciplined in their work.

The results of this research are also strengthened by previous research by Danang (2016), which found that motivation has a significant effect on employee work performance. This can be interpreted as meaning that with motivation, someone is moved or encouraged to do something. Motivation is seen as a motor that creates energy within a person and with this energy a person can do something. Based on this description, a second hypothesis can be formulated, namely:

H2: Motivation has a positive and significant effect on employee work performance.

RESEARCH METHODS

Data and Sample

This research was conducted at the Department of Agriculture and Horticulture Office of West Sumatra as the population in this study. In this research, the author uses quantitative methods, the quantitative data used is data that has been obtained from respondents in distributing questionnaires which is interpreted into numbers. The sample used in this research was 207 employees, where in this research the author used a convenience sampling technique, namely selecting samples based on convenience. This technique is a non-random sampling technique that does not consider chance. This is done so that the number of samples used by researchers is representative of the existing population.

Operational Definition of Variables

Table 1

Operational Definition of Variables

No	Variable	Operational Definition of Variables	Indicator	Source
1	Leadership (X1)	Leadership is a pattern or methods that a leader likes or uses to carry out his leadership.	<ol style="list-style-type: none"> 1. Mutual trust 2. Appreciate any input or idea from subordinates 3. Pay attention to subordinates' feelings 4. Pay attention to the comfort of carrying han 5. Pay attention to the welfare of subordinates 6. Pay attention to job satisfaction factors 7. Recognition of subordinate status 	Siagian (2012)



Motivation (X2)	Motivation is an employee's response to a number of statements regarding the overall business that arises from within the employee so that the urge to work grows and the employee's desired goals are achieved.	<ol style="list-style-type: none"> 1. Performance 2. Award 3. Creative and challenging work 4. Responsibility 5. Progress and improvement 6. Your discretion and business administration 7. Quality of technical processing 8. Working conditions 9. Work relationship 10. Job status 11. Job security 	Handoko (2016)
3 Work Performance (Y)	Employee work performance is the work results achieved and demonstrated by employees in carrying out tasks based on skill, seriousness, experience and time spent working.	<ol style="list-style-type: none"> 1. Work quality 2. Work Quantity 3. Working time 	Hasibuan (2016)

In the variables in this research, generally they are about something in a form and have been determined by the researcher so that they can be understood so that information about these things can be obtained and conclusions can be drawn. This research contains 2 variables, including the dependent variable or independent variable. The dependent variable of this research is Job Performance (Y), the independent variables are Leadership (X1) Motivation (X2).

Data analysis technique

This research was carried out to test hypotheses which aimed to test the influence of leadership and motivation on employee work performance. In the research, the analytical method used is multiple linear regression analysis, where there is more than one independent variable. Data analysis techniques use research instrument tests consisting of validity and reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, descriptive counts, multiple regression counts, hypothesis tests (T tests).

RESULTS AND DISCUSSION

1. Validity Test Results

Validity testing is a step to test the validity of an instrument's content, with the aim of measuring the accuracy used by research. This validity test is said to be valid if all the indicators used are above 0.30 (Sugiyono, 2015). The validity of a question item can be seen from the Statistical Program For Social Science (SPSS) output in the table entitled Item-Total Statistics. A question item is said to be valid if the value of Corrected Item-Total Corrected is > 0.30.

Validity test results for the independent variable, namely leadership (X₁), presented in table 2 below:

Table 2
Test Validity of the Leadership Variable (X₁)

Item No	Corrected Item- Total Correlation	Measurement Standards	Conclusion
GK.1	0.564	0.30	Valid
GK.2	0.665	0.30	Valid
GK.3	0.762	0.30	Valid
GK.4	0.543	0.30	Valid
GK.5	0.643	0.30	Valid
GK.6	0.621	0.30	Valid
GK.7	0.502	0.30	Valid
GK.8	0.498	0.30	Valid
GK.9	0.506	0.30	Valid
GK.10	0.883	0.30	Valid
GK.11	0.666	0.30	Valid
GK.12	0.921	0.30	Valid
GK.13	0.631	0.30	Valid
GK.14	0.442	0.30	Valid
GK.15	0.592	0.30	Valid

Source: SPSS data

Based on the results of the calculation of the validity test for variable X₁ (Leadership) of 68 respondents, it was found that all statement items were declared valid. This is indicated by the Corrected Item-Total Correlation value which is greater than 0.30, so it can be used for further research.

The results of the validity test for the independent variable are Motivation (X₂) presented in table 3 below:

Table 3
Motivation (X₂)

Item No	Corrected Item- Total Correlation	Measuremen t Standards	Conclusion
MK.1	0.553	0.30	Valid
MK.2	0.432	0.30	Valid
MK.3	0.678	0.30	Valid
MK.4	0.732	0.30	Valid
MK.5	0.639	0.30	Valid
MK.6	0.543	0.30	Valid
MK.7	0.507	0.30	Valid
MK.8	0.564	0.30	Valid
MK.9	0.608	0.30	Valid
MK.10	0.449	0.30	Valid
MK.11	0.478	0.30	Valid
MK.12	0.534	0.30	Valid
MK.13	0.559	0.30	Valid
MK.14	0.839	0.30	Valid
MK.15	0.604	0.30	Valid
MK.16	0.552	0.30	Valid



MK.17	0.589	0.30	Valid
MK.18	0.669	0.30	Valid
MK.19	0.681	0.30	Valid
MK.20	0.649	0.30	Valid

Source: SPSS 23 data

Based on the results of the calculation of the validity test for variable X₂ (Motivation) for 68 respondents, it was found that all statement items were declared valid. This is indicated by the Corrected Item-Total Correlation value which is greater than 0.300, so it can be used for further research.

The results of the validity test for the independent variable, namely Employee Work Performance (Y), are presented in table 4 below:

Table 4
Work performance Employees (Y)

Item No	Corrected Item- Total Correlation	Measure ment Standards	Conclusion
PK.1	0.662	0.30	Valid
PK.2	0.459	0.30	Valid
PK.3	0.785	0.30	Valid
PK.4	0.870	0.30	Valid
PK.5	0.521	0.30	Valid
PK.6	0.339	0.30	Valid
PK.7	0.376	0.30	Valid
PK.8	0.459	0.30	Valid
PK.9	0.663	0.30	Valid
PK.10	0.621	0.30	Valid
PK.11	0.876	0.30	Valid
PK.12	0.773	0.30	Valid
PK.13	0.687	0.30	Valid
PK.14	0.506	0.30	Valid
PK.15	0.644	0.30	Valid

Source: SPSS 23 data

Based on the results of calculating the validity of variable Y (Employee Work Performance) on 68 respondents, it was found that all statement items were declared valid. This is indicated by the Corrected Item-Total Correlation value which is greater than 0.300, so it can be used for further research.

2. Reliability Test Results

Reliability testing is a tool for measuring a questionnaire that has indicators of variables or constructs. A questionnaire is declared reliable or reliable if a person's answers to statements are consistent or stable over time (Ghozali, 2011). A construct or variable is said to be reliable if the Cronbach Alpha value is > 0.60.

Table 5
Reliability Test Results

No	Variable	Cronbach's Alpha	Measurement Standards	Conclusion
1.	Leadership	0.786	0.60	Reliable
2.	Motivation	0.702	0.60	Reliable
3.	Work Achievement	0.755	0.60	Reliable

Source: SPSS 23 data

From the results of the reliability test, the Cronbach's Alpha value for the research variables leadership, motivation and employee work performance was more than 0.60, which gives the result that the variables studied can be said to be reliable.

3. KolmogorovSmirnov Normality Test Results

The Normality Test is carried out to test whether in a regression model the independent variables and dependent variables have a normal distribution or not. Data is said to be normally distributed if the Asymp Sig (2-tailed) is greater than the level of significance used, namely 0.05.

Table 6
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Standardized Residuals
N		68
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.99999999
	Absolute	.221
Most Extreme Differences	Positive	.083
	Negative	.123
Kolmogorov-Smirnov Z		.897
Asymp. Sig. (2-tailed)		.589

Source: SPSS 23 data

With the data that can be seen based on the results of the data processing above, the significance value is $0.589 > 0.05$, so it can be concluded that the processed data is normally distributed.

4 Multicollinearity Test Results

This test is used to see whether or not there is a relationship (correlation) between the independent variables. This test is carried out using the VIF (Variance Inflation Factor) test method. In the VIF test, the test criteria are used, if the VIF value is < 10 , then it can be said that there is no multicollinearity problem and the tolerance value is > 0.1 , so there is no multicollinearity problem.

Table 7
Multicollinearity Test Results

Model	Collinearity Statistics	VIF
(Constant)		
Leadership	.988	1,017



Motivation ,978 1,011

Source: DataSPSS 23

Based on the multicollinearity test, it shows that the tolerance value of each variable has a tolerance value above 0.1, and the VIF value is below 10, so the conclusion is that there is no multicollinearity problem.

5 Heteroscedasticity Test Results

Heteroscedasticity test to see whether there is a heteroscedasticity problem or not, provided that the significance is > 0.05 .

Table 8
Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,567	5,456		,776	,502
Leadership	,345	,601	,544	,621	,611
Motivation	,521	,689	.109	,589	,623

Source: SPSS 23 data

Based on the results of the heteroscedasticity test above, it can be seen that the significant value of leadership is $0.611 > 0.05$, the significant value of motivation is $0.623 > 0.05$, so this research is free from symptoms of heteroscedasticity and is worthy of research.

6 Results of Multiple Regression Analysis

Table 9
Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,654	4,876		,667	,616
Leadership	,231	,355	,301	4,564	,000
Motivation	,449	,223	,345	4,998	,000

Source: SPSS 23 data

Based on the regression results obtained, a multiple linear equation was created as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.654 + 0.231X_1 + 0.449X_2$$

The regression equation above has the following meaning:

The constant is 0.654 with positive parameters, which can be concluded that the Employee Work Performance coefficient value is 0.654 assuming the other variables are 0. The Leadership regression coefficient value is 0.231 with positive parameters, which can be concluded that every one unit increase in leadership will result in an increase Employee Work Performance is 0.231 with the assumption that other variables have a value of 0. The Motivation regression coefficient value is 0.449 with positive parameters, from which it can be concluded that every one unit increase in Motivation will result in an increase in Employee Work Performance of 0.449 with the assumption that other variables have a value of 0.

7 Partial Test (T Test)

To determine the influence of leadership and motivation on employee work performance, hypothesis testing was carried out via the t test with the following results:

Table 10
Regression Coefficient Calculation Results (T Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	,654	4,876		,667	,616
Leadership	,231	,355	,301	4,564	,000
Motivation	,449	,223	,345	4,998	,000

Source: SPSS 23 data

The results of the t statistical test (t test) in this research are as follows:

- a. Determining the Hypothesis Formulation
 - a) Ho: $b_1 = 0$, meaning that partial leadership does not have a significant influence on employee work performance.
 - b) Ha: $b_1 \neq 0$, meaning that leadership partially has a significant influence on employee work performance.
 - b. Determine the valuetable, at degrees of freedom (d,f) = nk-1, with $\alpha = 5\%$, which is ttable, Df = 68-2-1= 65. So this researcher's ttable is (1.997).
 - c. Compare tcalculate with ttable, which is (4,564>1,997).
 - d. Conclusion: due to tcalculated with ttable (4.564>1.997), it can be concluded that leadership partially has a significant influence on employee work performance. Ha accepted.
2. Leadership Hypothesis Testing
 - a. Determining the Hypothesis Formulation
 - a) Ho: $b_1 = 0$, meaning that partial motivation does not have a significant influence on employee work performance.
 - b) Ha: $b_1 \neq 0$, This means that motivation partially has an influence which is significant for employee work performance.
 - b. Determine the t valuetable, at degrees of freedom (d,f) = nk-1, with $\alpha = 5\%$, which is ttable, Df = 68-2-1= 65. Then this researcher's ttable is (1.997).
 - a. Compare tcalculate with ttable, which is (4,998>1,997).
 - b. Conclusion: due to tcalculated with ttable (4.998>1.997), it can be concluded that partial motivation has a significant influence on employee work performance. Ha is accepted.



DISCUSSION

The Influence of Leadership on Employee Work Performance at the Office of the Center for Food Crop Protection and Horticulture in West Sumatra.

Based on the results of the T test above, it can be concluded that $t_{\text{calculated}}$ with t_{table} ($4.564 > 1.997$), it can be concluded that leadership partially has a significant influence on employee work performance, so H1 is declared accepted. Leadership style within the company greatly determines the direction of the company in implementing company strategy in achieving company goals. A good leadership style will have an impact on employees, leaders can set a good example for their employees. A leader must be able to communicate well, maintain relationships between employees and other employees, act as a mediator for employees and resolve conflicts accurately without harming the interests of employees or even the organization. If the company leader's style matches that of the employees, it will improve the employee's work performance.

This research is in line with research conducted by Danang (2016), which found that leadership has a significant positive effect on employee work performance. Leadership is one of the factors in increasing employee work performance, because basically leadership is the behavior of a leader in encouraging, influencing good work morale in subordinates. Work performance can only be achieved by matching the leader to the situation or by changing the situation to suit the leader, such as the abilities and interactions between leaders, subordinates and superiors.

This means that the higher the leadership possessed by the employees of the West Sumatra Food Crop Protection and Horticulture Center, the condition will be able to influence positively and significantly on the work performance of employees at the West Sumatra Food Crop Protection and Horticulture Center.

The Influence of Motivation on Employee Work Performance at the Office of the Center for Food Crop Protection and Horticulture in West Sumatra.

Based on the results of the T test above, it can be concluded that $t_{\text{calculated}}$ with t_{table} ($4.998 > 1.997$), it can be concluded that partial motivation has a significant influence on employee work performance, so H2 is declared accepted. Motivation is a drive from within to become better, motivation is very important in improving employee performance which will have an impact on employee work performance, without motivation, employees will work as hard as they can, motivation is to expand their intellect and knowledge, making it easier for employees to completing their work, apart from that the source of motivation does not only come from within themselves but also comes from other factors, such as the leader, if the leader or company is able to provide motivation at work for its employees, then the employee's work performance will increase and the organization's goals will be achieved.

The results of this research are in line with research by Dwi (2017), which also found that motivation has a significant effect on employee work performance. This can be interpreted as meaning that with motivation, someone is moved or encouraged to do something. Motivation is seen as a motor that creates energy within a person and with this energy a person can do something. Thus, work motivation influences a person's appearance (performance) as a positive attitude will have an impact on employee work performance in their field of work.

This means that the motivation provided will influence the work performance of employees at the West Sumatra Food Crop Protection and Horticulture Center, so this condition will have a positive and significant influence on the work performance of employees at the West Sumatra Food Crop Protection and Horticulture Center.

CONCLUSION

From the primary data obtained from distributing questionnaires, validity testing is carried out to measure whether a questionnaire is valid or not, and then a reliability test is carried out to determine that the respondent's answers to statements are consistent over time. These results show that the statements of each variable are reliable and valid. The classical assumption test which includes the multicollinearity test, heteroscedasticity test and normality test shows that in the regression model there is no correlation between the independent variables and there is no heteroscedasticity and it has a normal distribution. And from the results of hypothesis testing that has been carried out regarding the analysis of the influence of leadership and motivation on employee work performance, the following conclusions can be drawn: 1) The leadership variable has a positive and significant effect on employee work performance with a sig value of $0.000 < 0.05$, so the hypothesis is accepted because supports hypothesis 1 (H1) that leadership has a positive and significant effect on employee work performance. 2) The motivation variable has a positive and significant effect on employee work performance with a sig value of $0.000 < 0.05$, so the hypothesis is accepted because it supports hypothesis 2 (H2) that motivation has a positive and significant effect on employee work performance.

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