

# The Influence of Leadership and Motivation on Employee Performance of Sukamiskin Class 1 Correctional Institution

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## ABSTRACT

Leadership, according to the author's research on the effects of motivation and leadership on the performance of Sukamiskin Class 1 Correctional Institution in Bandung, is pretty excellent, averaging 2.83%. The average score for motivation is 3.25%, and the average score for employee performance is 2.73, both of which place it in the fairly excellent category. Leadership has an influence on the performance of Sukamiskin Class 1 Correctional Institution employees with a total influence of 26.8%, Motivation has an influence on the performance of Sukamiskin Class 1 Correctional Institution employees with a total influence of 16.9% Simultaneously Leadership and Motivation affect the performance of Sukamiskin Class 1 Correctional Institution employees by 60.9%. Thus, improving leadership and employee motivation is needed to improve performance in the work environment of Sukamiskin Class 1 Correctional Institution.

**Keywords:** Leadership, Motivation, Employee Performance

## 1. INTRODUCTION

Correctional Institutions (Prison) have an important role in maintaining order and fostering inmates so that they can return to society properly. Success in achieving these goals depends on employee performance which is influenced by leadership and motivation factors. According to Robbins & Judge (2023), effective leadership and high motivation play a role in increasing employee productivity. Therefore, this study aims to analyze the extent to which leadership and motivation contribute to the performance of employees in Sukamiskin Class 1 Prison.

Improving the performance of the apparatus is very important to pay attention to Globalization has demanded very rapid changes and caused a shift in complex thinking in all fields. For this reason, each Service must be able to follow and adjust to every development of technology, information and science in order to align itself with other nations. For this reason, a leader is needed who has a global perspective and has a competitive advantage which is expected to be a driving force as well as a motivator for employees so that it is expected to be able to improve performance for their employees.

**Table 1.** Recapitulation of Average Work Performance Value for the Year (First Semester of 2021)

| ELEMENTS ASSESSED  |                     |        | SUM  |
|--|---------------------|--------|------|
| a. Employee Work Target (SKP)/Academic Achievement Score x 60% |                     |        | 51.2 |
| b. Work Behavior   | Service Orientation | 77.86  |      |
|  | Integrity           | 75.5   |      |
|  | Commitment          | 78.5   |      |
|  | Discipline          | 73.6   |      |
|  | Collaborate         | 74.5   |      |
|  | Sum                 | 379.96 |      |
|  | Average             | 75.992 |      |

|                           |                                   |        |
|---------------------------|-----------------------------------|--------|
|                           | Performance Behavior Value x 60 % | 30.397 |
| VALUE OF WORK PERFORMANCE |                                   | 81.597 |
| PREDICATE                 |                                   | ENOUGH |

Based on the data in table 1.1, it can be shown that in terms of predicate, the work achievement value of Sukamiskin Class 1 Prison is ranked adequately. In terms of discipline, commitment, service orientation, and cooperation are still below 80%. Several elements may impact this phenomena. One of them is the leadership process. Another is the work environment's motivation. The key to a happy and productive workplace is strong leadership and a strong desire to do good job.

Based on the data that has been collected at the Sukamiskin Class I Correctional Institution in Table 1.1 regarding the recapitulation of the work performance values of employees at the Sukamiskin Class 1 Prison for the first semester of 2021, it can also be seen that several things related to the problem of weak leadership and work motivation in the institution. First, the Employee Work Target (SKP) or Academic Achievement Score that is still below the target indicates a potential lack of motivation or understanding of employees for the performance targets that must be achieved. This could illustrate the lack of direction and support provided by leaders in inspiring employees to achieve better results. In addition, aspects of work behavior, such as discipline that scores relatively low, may indicate problems in maintaining discipline in the work environment, which may be related to a lack of supervision or encouragement from leaders. Therefore, Sukamiskin Class 1 Prison has the opportunity to improve performance management, strengthen leadership, and increase work motivation to achieve higher work performance and better overall results.

## 2. LITERATURE REVIEW

### 2.1 Leadership

A leader is someone who can get other people to see the big picture, agree on what needs doing, and then figure out how to get it done well (Yukl, 2023). Good leadership contributes to improved performance by providing direction and inspiration to employees.

### 2.2 Motivation

Work motivation is a major factor in encouraging employees to achieve better results. According to Deci & Ryan (2023), intrinsic and extrinsic motivation play an important role in increasing employee engagement and productivity.

### 2.3 Employee Performance

Employee performance is defined as the achievement of work results that are in accordance with the standards set by the organization. According to Armstrong & Taylor (2023), employee performance is influenced by a variety of factors, including leadership and motivation, that encourage individuals to work more effectively.

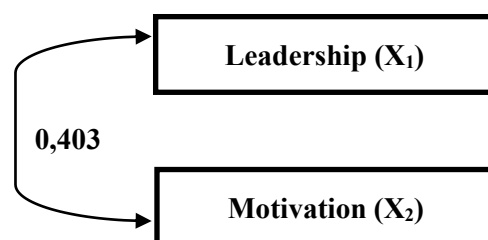


Figure 1. Variable Relationship Paradigm

## 3. RESEARCH METHODS

The researchers in this study used a quantitative strategy based on survey data. Staff members of Sukamiskin Class 1 Prison were chosen for the study by use of a purposive sampling strategy. The data was analyzed using multiple linear regression after being acquired by Likert scale questionnaires. When studying the connections between variables, quantitative approaches provide objective and accurate measurements (Sugiyono, 2023) to be made.

Methods such as descriptive and verifiable research were used to carry out this study. Sugiyono (2017:35) states that "The Descriptive Method is a formulation of a problem related to the question of the existence of independent variables, either on only one or more variables (stand-alone variables)". The purpose of this research strategy is to provide a detailed account of the current state of affairs inside the organization by drawing on demographic information gathered via systematic data compilation and analysis.

## 4. RESULT

### 4.1 Regression Analysis

By using the SPSS program to obtain the path coefficient from Leadership ( $X_1$ ) and Motivation ( $X_2$ ) to Performance ( $Y$ ), it can be seen that the partial influence between the independent variable  $X_1$  (Leadership) and the bound variable  $Y$  (Performance) can be stated to have a significant effect because the Sig. value of  $0.000 < 0.05$  with the magnitude of the influence is 0.518 ( $\rho_{yx1}=0.518$ ) which can be seen in table 4.1.

Table 2. Path Analysis Results

| Coefficients                   |            |                             |            |                           |       |       |
|--------------------------------|------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                          |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|                                |            | B                           | Std. Error | Beta                      |       |       |
| 1                              | (Constant) | 0,156                       | 6,250      |                           | 0,025 | 0,980 |
|                                | Leadership | 0,476                       | 0,117      | 0,518                     | 4,082 | 0,000 |
|                                | Motivation | 0,396                       | 0,122      | 0,411                     | 3,238 | 0,003 |
| a. Dependent Variable: Kinerja |            |                             |            |                           |       |       |

Table 2 shows that leadership significantly affected employee performance with a regression coefficient of 0.268, and Table 3 shows that motivation significantly affected employee performance with a regression coefficient of 0.169. These findings are supported by multiple linear regression analysis. The R-square value of 0.609 indicates that leadership and motivation simultaneously contribute 60.9% to employee performance (table 4).

Table 3. Partial Influence of Leadership ( $X_1$ ) on Performance ( $Y$ )

| Variable     | Path Analysis Interpretation | Account   | The Magnitude of Influence |
|--------------|------------------------------|---|----------------------------|
| Leadership   | Direct Influence             | $(\rho_{yx1})^2 \text{ à } (0,518)^2$                                 | 0,268                      |
|              | Indirect Influence           | $\rho_{yx1} \cdot \rho_{yx2} \cdot r_{x1x2}$<br>0,518 . 0,411 . 0,403 | 0,086                      |
| Total Impact |                              |   | 0,354                      |

**Table 4.** Partial Influence of Motivation (X2) on Performance (Y)

| Variable   | Path Analysis Interpretation | Account   | The Magnitude of Influence |
|------------|------------------------------|---|----------------------------|
| Motivation | Direct Influence             | $(\rho_{yx_2})^2$ à $(0,411)^2$   | 0,169                      |
|            | Indirect Influence           | $\rho_{yx_1} \cdot \rho_{yx_2} \cdot r_{x_1x_2}$<br>0,518 . 0,411 . 0,403 | 0,086                      |
| Total      |                              |   | 0,255                      |

The Determination Coefficient (square Multi Correlation), is a coefficient used to determine the magnitude of the independent variable contribution to the change of the bound variable.

**Table 5.** Cohesion Determination

| Model   | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|----------|-------------------|----------------------------|
| 1   | .780 <sup>a</sup> | 0,609    | 0,582             | 6,030                      |
| a. Predictors: (Constant), Motivation, Leadership |                   |          |                   |                            |
| b. Dependent Variable: Performance                |                   |          |                   |                            |

## 5. DISCUSSION

Based on the results of the regression analysis, it can be seen that leadership and motivation have a significant influence on the performance of employees in Sukamiskin Class 1 Prison. Leadership has an influence of 26.8%, while motivation provides an influence of 16.9%. Simultaneously, these two variables contributed 60.9% to employee performance. This shows that effective leadership and high motivation are the main factors in improving employee performance.

These findings are in line with previous research that states that good leadership is able to provide clear direction and increase employee productivity (Yukl, 2023). In addition, high work motivation, both intrinsic and extrinsic, also plays an important role in increasing employee engagement and morale (Deci & Ryan, 2023).

Practically, the management of Sukamiskin Class 1 Prison can consider leadership training for structural officials to increase effectiveness in guiding employees. In addition, providing incentives and a better reward system can also increase employee work motivation.

From an academic point of view, this research contributes by emphasizing that leadership and motivation are key variables in improving employee performance in the government sector, especially in correctional institutions. For further research, it is suggested that other factors such as the work environment and organizational culture are also studied to provide a more comprehensive picture related to improving employee performance.

## 6. CONCLUSION

Leadership and motivation have a positive influence on the performance of employees at Sukamiskin Class 1 Prison. Therefore, management needs to improve the leadership aspect and provide a better motivational boost to create a more productive work environment.

Based on the Simultaneous Test that has been carried out on the Leadership variable, it has an effect on the Performance variable in Sukamiskin Class I Prison Employees by 0.268 or 26.8% overall. So that the hypothesis proposed previously that there is an influence of Leadership on the Performance of Sukamiskin Class 1 Prison Employees can be accepted. Thus, it can be proven that Leadership has an effect on Employee Performance

Based on the Simultaneous Test that has been carried out on the Motivation variable, it has an effect on the Performance variable in Sukamiskin Class 1 Prison Employees by 0.169 or 16.9% overall. So that the hypothesis proposed previously that there is an influence of Motivation on the Performance of Sukamiskin Class 1 Prison Employees can be accepted. Thus, it can be proven that Leadership has an effect on Employee Performance

Based on the Simultaneous Test of Leadership (X1) and Motivation (X2), it affects the dependent variable, namely Performance (Y) in Sukamiskin Class I Prison Employees by 0.609 or 60.9%. Meanwhile, the interaction factor that was not studied and also affected was shown by the values  $\beta_{xy} = 0.391$  or 39.1%. Other variables in question are work environment, work culture and so on.

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