

# Analysis of the Role of Leadership to Employee Performance at the Office of Agriculture and Plantation in Aceh Besar District

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**Abstract.** The role of leadership is able to have a far-reaching impact on efforts to achieve employee performance as expected. This study seeks to analyze how the impact of leadership in influencing the formation of expected performance on employees within the Aceh Besar District Office of Agriculture and Plantation. This study uses population techniques, as many as 115 respondents. As for measuring the variables in this study used a Likert scale with five stretches. Hypothesis testing techniques on independent variables is done by using the t statistic test and the F statistic test. Then to test the regression results for the hypothesis partially the t test is used. Meanwhile, to see whether the independent variable has an influence on the dependent variable as a whole the F test is used. Based on the results of the study showed that the leadership applied had a significant impact on employee performance within the Aceh Besar District Office of Agriculture and Plantation. The impact of leadership can be seen both simultaneously and also partially.

**Keyword:** Leadership · Performance · Employers

## 1 Background

The success or failure of an organization in achieving its goals depends on the success of the individual organizations themselves in carrying out their duties. In every use of existing resources, human resources is one of the elements that determines the achievement of organizational goals efficiently. employees will devote all their energy and mind to improve performance if they are satisfied at work, so job satisfaction is something that is highly coveted by every employee.

The performance of employees in providing services to the community is still relatively low, so the contribution made by employees to the organization is not optimal. then it still does not match the compensation received by employees with the burden of duties and responsibilities, meaning that every employee with the same class and with different workloads receive the same compensation, especially work performance allowances. Such a reward system creates gaps between employees in carrying out their duties.

Thus, the leader can be interpreted as a person's ability to influence others to act according to his will, at least will be able to influence enthusiasm and ultimately affect the organizational performance of Rivai Vehitzal (2004: 117).

The low performance of the first employee is caused by leadership behavior that is not fully in favor of subordinates or work environment factors that are still not

comfortable, so that the performance of employees at the Office of Agriculture and Plantation in Aceh Besar Regency is still not in line with expectations, work productivity tends to be stagnant, and morale employees who are still relatively poor, so that organizational goals are not achieved, many employees are still not careful in carrying out the work, and are less able to overcome boredom in carrying out work.

### **1.1 Formulation of the Problem**

The formulation of the problem here is,

1. Is there any influence of leadership, and performance either partially or simultaneously on the performance of the employees of the Office of Agriculture and Plantation in Aceh Besar District.
2. How big is the influence of leadership and performance on the performance of the Office of the Agriculture and Plantation Office of Aceh Besar District through the performance of the employees of the Office of the Agriculture and Plantation Office of Aceh Besar District.

### **1.2 Research Purposes**

This research aims to :

1. To determine the effect of leadership, and performance both partially and simultaneously on the performance of the employees of the Office of Agriculture and Plantation in Aceh Besar District.
2. To find out the magnitude of the influence of leadership and performance on the performance of the Office of the Agriculture and Plantation Office of Aceh Besar District through the performance of the employees of the Office of the Agriculture and Plantation Office of Aceh Besar District.

### **1.3 Benefits of Research**

The benefits of this research are,

1. To become input and consideration in the Office of Agriculture and Plantation in Aceh Besar District in connection with improving employee performance.
2. To be a contribution of ideas for the Aceh Besar District Office of Agriculture and Plantations. In the placement of employees to help tasks for service to the community.

## **2 Literature Study**

### **2.1 Organizational Performance**

Understanding organizational performance in the opinion of Amber, (2003: 74) is a combination of ability, effort and opportunity that can be assessed from the results of his work. This indicates that organizational performance is a combination of the ability

of employees to achieve common goals, namely organizational goals.

Achievement results can be assessed according to the actors, namely the results achieved by individuals (individual performance), by groups (group performance), by institutions (organizational performance), and by a program or policy (program performance and policies), as explained (Keban, 2004; 191-193) below:

- a. Individual performance, describes the extent to which a person has carried out his duties so that it can provide the results set by the group or institution.
- b. Group performance, illustrates to what extent a group has carried out its main activities so as to achieve results as determined by the institution.
- c. The performance of the institution (organization), with regard to how far an institution has carried out all the main activities so as to achieve the mission or vision of the institution that has been set.
- d. Program / policy performance, with regard to the extent to which activities in the Program or policy have been implemented so as to achieve the objectives of the program or policy.

## **2.2 Factors That Affect Organizational Performance**

There are many theories that explain the organization's performance. Mahmudi (2005:35) states the factors that influence organizational performance are as follows:

- 1) Personal / individual factors, including: knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual.
- 2) Leadership factors, including: quality in providing encouragement, enthusiasm, direction and support provided by managers and team leaders.
- 3) Team factors, including: the quality of support and enthusiasm provided by colleagues in a team, trust in fellow team members, team cohesiveness and closeness.
- 4) System factors, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture in the organization.
- 5) Contextual (situational) factors, including pressures and changes in the external and internal environment.

Based on the opinion above, it can be explained that organizational performance is influenced by several factors, namely individual factors, leadership factors, team factors, system factors and contextual factors.

## **2.3 Organizational Performance Indicators**

Based on some expert opinions that have been stated above, according to Ambar (2003: 77), that the indicators of organizational performance include: input provided by employees, the process of implementing activities, outputs produced by employee, the results (outcomes) of work completed by employees, benefits (benefits) that can be taken by employees and the impact (impact) for the community.

## **2.4 Employee Performance**

Understanding of performance according to Dale Timpe (2002: 31), performance is the

level of achievement of a person or employee in an organization or company that can increase productivity. According to Meiner (2005: 43) is a success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals can not be equated with other individuals. The success achieved by an individual is based on the applicable size and is adjusted to the type of work.

Then Subowo (2005: 130), argues that performance is closely related to goals or as a result of individual work behavior, the expected results can be demands from the individual itself. According to Dale Timpe (1992: 33), there are two factors that affect employee performance, namely:

- a. Internal factors, namely factors related to one's traits, include attitudes, personality traits, physical traits, desires or motivation, age, gender, education, work experience, cultural background and other personal variables.
- b. External factors are the factors that influence the performance of employees who come from the environment, including organizational policy, leadership, the actions of coworkers in training and supervision, the wage system and the social environment.

## **2.5 Employee Performance Indicators**

To measure whether the employee's performance has met the established standards, indicators of performance itself are needed, and according to Robbins (2007) mentions 5 (five) criteria that can be used to measure employee performance individually, namely:

- a. Work completed on time.
- b. Diligent in carrying out the work.
- c. Performance is measured by work discipline.
- d. Award for work performance.
- e. The quality of work produced by employees.

## **2.6 Leadership**

Robbins (2006: 39) argues that leadership is the ability to influence a group towards the achievement of goals. While opinions expressed by Vera and Mahyuddin (2005) that leadership is a process of influencing in determining organizational goals, behavioral motivation to achieve goals affect to improve the group and its culture.

Saydan (2006: 18) argues that the success of an organization's development business activities is largely determined by the quality of its leadership or managers and the commitment of the top leadership of the organization to the required energy investment and the personal efforts of the leadership.

## **2.7 The Role of Leadership**

Sutanto (2004: 64) states that there are nine leadership roles in an organization, namely leaders as planners, leaders as policy makers, leaders as experts, leaders as executors, leaders as controllers, leaders as gift or punishment givers, leaders as role models and symbols or symbol, the leader as a place to blame all the mistakes, and the leader as a substitute for the role of other members.

## **2.8 Leadership Indicator**

The indicators of leadership according to Vera and Mahyuddin (2005) are clarity in reading situations, giving awards, leadership creativity, creating discipline, and the ability to provide guidance.

## **2.9 Influence of Leadership on Employee Performance**

Siagian (2002: 62) argues that leadership is the ability of a person to influence others (his subordinates) in such a way that other people are willing to do the will of the leader even though personally it might not be pleasing to him. While the results of research conducted by Sri Murgiyati, (2005), showed that leadership has a significant effect on improving employee performance in an organization. Then the influence of leadership on performance is also supported by the opinion of Rivai (2004), that leadership can motivate others to achieve organizational goals.

## **2.10 Relationship of Work Environment to Performance**

According to Nitisemito (2008) the work environment is something that exists around workers and can affect themselves in carrying out the tasks they are assigned. An organization or company must be able to pay attention to the conditions that exist in the company both inside and outside the workplace, so that employees can work smoothly and feel safe. Based on the above opinion it can be explained that a comfortable work environment can have an impact on employee satisfaction.

Then also supported by the results of research conducted by Lewa and Subowo, (2005) where the work environment can have an impact on improving employee performance in an organization.

## **2.11 The Influence of Employee Performance on Organizational Performance**

Employee performance is basically the work of employees during certain period. This is a mutually agreed target. In evaluating performance consider various conditions and developments that affect the performance.

Timpe (2002) in Wijayanti (2008) suggests three performance roles, namely: 1) Skills that include the abilities and abilities of individuals, 2) The level of effort required to complete work related to employee assignments, and 3) External and internal conditions support employee productivity. This shows that performance depends on these three factors, if one is sufficient or does not support one another then the performance will be disrupted.

The effect of employee performance on improving organizational performance is also supported by the theory developed by Wibowo, (2009), that organizational performance is the implementation of plans that have been prepared by employees in achieving individual performance goals.

The picture frame of mind in this study can be explained as follows:

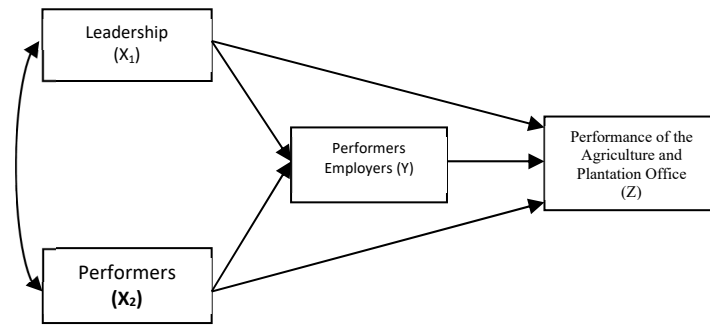


Fig. 1. Thinking Framework.

### 2.12 Hypothesis

Ha1 = The leadership role, both partially and simultaneously, influences the performance of the Office of Agriculture and Plantation in Aceh Besar District.

Ha2 = The role of leadership and work environment indirectly influences the performance of the Secretariat through the performance of the Secretariat of Pidie Jaya Regency Regional Employees.

## 3 Research Methods

### 3.1 Location and Research Object

The location of this research was carried out at the Office of Agriculture and Plantation in Aceh Besar District. The objects of this research are leadership and work environment, employee performance and organizational performance of the Office of Agriculture and Plantation of Aceh Besar Regency.

### 3.2 Research Population and Census

The population is the whole of the research subjects. Census is a way of collecting data in which all elements of the population are investigated one by one (J. Supranto: 2000). While the population in this study were all employees of the Office of Agriculture and Plantation of Aceh Besar Regency, which amounted to 126 people, and this study was a population study, meaning that the respondents were the entire population, namely 126 employees of the Office of Agriculture and Plantation of Aceh Besar District. Researchers included the entire population to be respondents in this study.

### 3.3 Data Collection Technique

To obtain complete and thorough data in this study, the authors use data collection techniques by:

1. Primary Data, namely by distributing questionnaires consisting of 2 categories, namely the first category of questions about the characteristics of respondents and the second category divided into 4 categories according to the variables studied, this second group questionnaire is presented in the form of a Likert scale.
2. Secondary data: i.e. data obtained from third parties or documentation and literature. This data for support primier

### 3.4 Scale of Measurement

To measure the variables in this study a Likert scale with five ranges was used. Score 1 (one) to 5 (five), that is, from respondents' answers from strongly disagree to strongly agree or from very dissatisfied to very satisfied. Respondents will choose a score with questions on each variable in accordance with what they experienced.

The scales used were each scored as follows:

**Table 1.** Measurement Scale.

No.	Answers	Scorer
1	Strongly disagree	1
2	Disagree	2
3	Agree Less	3
4	Agree	4
5	Strongly agree	5

### 3.5 Variable Operations

In this research, there are three measured variables, namely leadership (X1), and performance (X2) as independent variables and employee performance (Y) as Intervening Variables, then organizational performance (Z) as dependent variables, respectively. variables can be described as follows:

### 3.6 Data Analysis Method

Data analysis tools used to test research hypotheses are path analysis. Standard assumptions that must be fulfilled before constructing the path analysis model include: (1) recursive form; (2) one-way relationship; (3) linear, additive and causal; (4) normal distribution; (5) there is no multicollinity; and (6) all variables are measurable, at least on an interval scale. In this study path analysis is carried out using SPSS program assistance.

### 3.7 Hypothesis Test

Hypothesis testing on independent variables is done by using the t statistic test and the F statistic test. Then to test the regression results for the hypothesis partially the t test is used. Meanwhile, to see whether the independent variable has an influence on the dependent variable as a whole the F test is used.

### 3.8 Reliability and Validity Test

#### 3.8.1 Reliability Test

Reliability is used to determine whether the data collection tool has shown the level of accuracy, accuracy, or consistency of the tool in expressing certain symptoms of a group of individuals, even though it is done at different times. According to Malhotra (2006) the acceptable cronbach alpha coefficient is above 0.60.

#### 3.8.2 Validity Test

Validity shows reliability that describes the level of the instrument concerned is able to measure what will be measured (Arikunto, 2005: 119). Determination of validity is based on the comparison of correlation values obtained between item scores and total item scores, with critical values of product moment correlations (r table). If the calculated correlation value (r arithmetic) is greater when compared with the value of r table at a 95 percent confidence level it can be interpreted that the items of the statement are valid.

## 4 Research Results and Discussion

### 4.1 Effect of Leadership on Employee Performance of the Aceh Besar District Agriculture and Plantation Office

The following discussion will discuss the hypothesis of the influence of leadership and work environment on the performance of employees of the Office of Agriculture and Plantation in Aceh Besar District, both simultaneously and partially, as explained below:

**Table 2.** The Role of Leadership and Performance on Employee Performance.

Variable	Unstandardized Coefficients	Standardized Coefficients	t <sub>hitung</sub>	Sig
	B	Beta		
Leadership (X <sub>1</sub> )	0,174	0,529	10,204	0,000
Performancea (X <sub>2</sub> )	0,141	0,363	7,005	0,000
R	= 0,723	F <sub>hitung</sub>	= 106,409	
R <sub>Square</sub>	= 0,523	Sig <sub>,</sub>	= 0,000	
		F <sub>tabel</sub>	= 3,042	

Source: Primary Data, 2019 (processed)

Indicating that the leadership variable in this study obtained a beta coefficient value of 0.529 means that each increase in leadership is 1 unit, it will increase employee performance by 0.529 on a Likert scale unit. Furthermore, the work environment variable in this study obtained a coefficient value of 0.363 which means that each



increase in the work environment by 1 unit, it will increase the increase in employee performance by 0.363 on the Likert scale unit.

This means that the leadership and work environment variables jointly influence the performance of the Aceh Besar District Office of Agriculture and Plantation. The magnitude of the effect simultaneously of these two variables can be seen from the value of the coefficient of determination.

The coefficient of determination of the influence of these two variables on employee performance is 0.523, meaning that 52.3% of changes based on employee performance can be explained by changes in leadership and work environment variables, while the remaining 47.7% is explained by other factors outside the leadership and environmental variables work.

It can be concluded that leadership positively has a significant effect on employee performance at the Office of Agriculture and Plantation in Aceh Besar District. This is indicated by the significant value of  $0,000 < 0,05$  ( $0\% < 5\%$ ). The same conditions are shown by the work environment variable, this result is shown by the significant value of  $0,000 < 0,05$  ( $0\% < 5\%$ ).

#### 4.2 The Role of Leadership and Performance to the Organizational Performance of the Aceh Besar District Office of Agriculture and Plantation

The results of the second hypothesis testing are: leadership and work environment both simultaneously and partially on the performance of the organization at the Office of Agriculture and Plantation in Aceh Besar District.

The second hypothesis in this study is leadership (X1) and performance (X2) affect the performance of the organization (Y) at the Office of Agriculture and Plantation in Aceh Besar District, as explained in the following table:

**Table 3.** The Effect of Employee Leadership and Performance on Organizational Performance.

Variable	Unstandardized Coefficients	Standardized Coefficients	t <sub>hitung</sub>	Sig
	B	Beta		
Leadership (X <sub>1</sub> )	0,176	0,507	9,193	0,000
Performance (X <sub>2</sub> )	0,133	0,325	5,890	0,000
R	= 0,678	F <sub>hitung</sub>	= 82,334	
R <sup>2</sup>	= 0,459	F <sub>tabel</sub>	= 3,042	
		Sig.	= 0,000	

Source: Primary Data, 2019 (processed)

That the leadership and performance variables together affect the performance of the organization at the Office of Agriculture and Plantation in Aceh Besar District. The magnitude of the effect simultaneously of these two variables can be seen from the value of the coefficient of determination. The coefficient of determination (R<sup>2</sup>) the influence of these two variables on organizational performance is 0.459, meaning that 45.9% of changes based on organizational performance can be explained by changes in

leadership and work environment variables, while the rest of 0.541 means that 54.1% is explained by factors others outside the leadership and work environment variables.

## 5 Conclusions and Suggestions

### 5.1 Conclusion

1. Leadership and the work environment both simultaneously and partially affect the performance of the employees of the Office of Agriculture and Plantation in Aceh Besar District.
2. Leadership and the work environment both simultaneously and partially affect the organizational performance of the Office of Agriculture and Plantation of Aceh Besar Regency.
3. Employee performance shows that there is an influence on improving the performance of the Aceh Besar Regency District Office of Agriculture and Plantation.
4. The results of the study also showed that there was an indirect influence of leadership and work environment on the performance of the organization through the performance of employees of the Aceh Besar District Office of Agriculture and Plantation.

### 5.2 Suggestions

1. To improve the organizational performance of the Office of Agriculture and Plantation in Aceh Besar District, one of the factors that need to be considered by the leadership such as lighting systems neatly arranged so as to cause morale, then keep the environment clean and clean and keep the office room away from vehicle noise general that can disrupt the concentration of work of employees.
2. So that work results are always measured from the level of work discipline every day, meaning that employees are always disciplined in carrying out their duties, employees get awards for work performance given by the leadership and the quality of the work produced always meets the leadership's expectations.

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