

## **THE INFLUENCE OF WORK MOTIVATION, WORKLOAD AND LEADERSHIP STYLE ON THE PERFORMANCE OF MANDAILING NATAL REGENCY AGRICULTURE SERVICE EMPLOYEES**

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### **ABSTRACT**

The approach in this research is descriptive quantitative because the data presented is in the form of numbers and uses descriptive analysis. The population of this research was employees at the Mandailing Natal District Agriculture Service office, totaling 35 employees and used a saturated sample. The data collection technique in this research used a questionnaire. The data analysis technique in this research uses Multiple Linear Regression, Classical Assumption Test, t Test and F Test, and Coefficient of Determination. Partially, work motivation has a significant effect on employee performance, workload has a significant effect on employee performance, leadership style has a significant effect on employee performance at the Mandailing Natal District Agriculture Service. Simultaneously, work motivation, workload and leadership style have a significant effect on employee performance at the Mandailing Natal District Agriculture Service.

**Keywords: Leadership Style, Performance, Work Motivation, Workload.**

### **INTRODUCTION**

Every government agency is required to be able to optimize human resources and how human resources can be managed well. Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve organizational goals. Employees are the main asset of an organization and have a strategic role within the organization, namely as thinkers, implementers, planners and controllers of organizational activities. Performance is the result of work that has a strong relationship with the organization's strategic goals and makes a contribution to the organization. In other words, performance can be viewed as both a process and a result of work. Performance is a process of how work takes place to achieve work results. However, the results of the work itself also show performance. In fact, employees can find out how much their performance is through informal means, such as good or bad comments or assessments from superiors, work partners, and even subordinates. However, what is happening at the Mandailing Natal Regency Agriculture Service is that employee performance is still not good, this can be seen in the table of employee performance results for 2023 below:

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**Table Employee Performance Assessment Standards**

Indikator Kinerja	Bobot	Standar Penilaian Kinerja Karyawan	Keterangan	Huruf Mutu
Disiplin	10%			
Tanggung Jawab	10%	91 – 100	SB (Sangat Baik)	A
Kerjasama	5%			
Kepemimpinan	5%	81 – 90,99	B (Baik)	B
Prakarsa	5%			
Kejujuran	5%	71 – 80,99	CB (Cukup Baik)	C
Kualitas kerja	20%			
Kuantitas kerja	20%	61 – 70,99	KB (Kurang Baik)	D
Keterampilan kerja	20%			

**Source: Department of Agriculture, Department of Agriculture, Mandailing Natal Regency**

It can be seen in the table above which describes the employee performance assessment standards at the Mandailing Natal District Agriculture Service with indicators of discipline, cooperation, responsibility, leadership, initiative, honesty, work quality, work quantity and work skills during 2023 as follows: standard score 91- 100 is included in the SB or Very Good category, in the value range 81-90.99 it is included in the B or Good category, in the value range 71-80.99 it is included in the CB or Fairly Good category while in the value range 61-70, 99 fall into the KB or Poor category. Organizations definitely want their employees to have good performance so that the process of achieving goals runs smoothly. In realizing the desired employee performance, there are many factors that influence employees, including leadership in the organization, workload, motivation and so on. In this regard, this research will discuss several factors identified as influencing employee performance, namely workload, motivation and leadership style. The factor that needs to be identified is employee work motivation. Motivation is a conscious effort to influence a person's behavior so that it leads to the achievement of predetermined organizational goals. Motivation is very important in achieving employee performance. Motivation has an impact on a person or individual to involve themselves in activities and work that lead to goals of satisfaction. Employees have a strong desire which arises as a result of internal encouragement to be involved and participate in the organization by carrying out all the tasks and work assigned and on an ongoing basis employees will continue to dedicate themselves through all tasks and work voluntarily because of the comfort and feeling of pleasure based on motivation. the strong one.

From the results of the researcher's discussions with several employees, the lack of leadership in providing motivation to employees means that employees are not motivated to improve their performance, this has a negative impact on employee performance. The simple thing that employees expect from their leaders is to receive motivational direction or encouragement in every job they do so that they feel valued in the office. This small thing can make employees improve their performance. Work motivation is a stimulus or stimulus for each employee to work in carrying out their duties. With good motivation, employees

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will feel happy and enthusiastic at work, resulting in significant development and growth in the organization. According to Hasibuan in (2019) there are several motivational goals, namely to encourage employee passion and morale, improve employee morale and work decisions, increase employee work productivity, maintain employee loyalty and stability. The second factor identified as influencing employee performance is workload which will always be related to the life that exists in employee performance in an organization. The workload is too high which is not in accordance with the capacity of employees at the Mandailing Natal Regency Agriculture Service so that employees tend not to be able to do it, the low level of employee discipline which can be seen from chaotic work hours and too long rest periods, motivation which is unable to lift work morale employees, monotonous work environment, and organizational culture, which can reduce employee performance. This is in accordance with the research results of Rolos, et al. (2018:56) with the title "The Effect of Workload on Employee Performance at PT. Jiwasraya Insurance Manado City Branch" which states that workload has a negative and significant effect on employee performance at PT. Jiwasraya Insurance Manado City Branch, for this reason leaders must be able to adjust employee workload so that employee performance is more effective, this is in accordance with the results of Dani Praditya's research (2018:76) with the title "The Influence of Workload and Work Environment on PT Macanan Jaya Employee Performance Brilliant” which states that if the workload given is low it can improve performance, because employees can maximize their work. The third factor identified as influencing employee performance is leadership style. Leadership style is the ability to influence a group towards achieving predetermined goals. Leadership style has a strong influence on organizational progress. The quality of a leader is often considered the most important factor that determines the success of an organization. Effective leaders are able to influence their followers to have greater optimism, self-confidence, and commitment to organizational goals that are serious in developing, mobilizing, and directing all the potential of employees in their environment in order to realize organizational stability and increase goal-oriented employee performance. organization.

With a good leadership style and job satisfaction, employee performance can be improved and will have an impact on improving the performance of employees of the Mandailing Natal District Agriculture Service. An effective leadership style in a work unit will influence work behavior which is indicated by increased employee performance (Sosilo, 2019). This requires a leader who is firm towards his subordinates and makes performance better so that job satisfaction increases. According to the survey results, the leadership style that has a high score is the democratic leadership style because this style involves subordinates in making decisions. Based on information from several employees at the Mandailing Natal Regency Agriculture Service, who stated that the performance of the Mandailing Natal Regency Agriculture Service employees could not be said to be good, even though it has become a habit that in a government agency there are still employees whose performance is less than optimal and less than optimal in carrying out their duties. in the field. This can be seen for yourself that there are still employees whose work does not meet targets, employees who are lazy, and employees who like to tell stories during working hours, so they are not efficient in improving their performance and actually waste too much time during working hours. Performance measurement carried out by the Mandailing Natal

Regency Agriculture Service I is based on targets and realization with units of measurement in the form of percentages, indexes, averages, numbers and amounts. The percentage of achievement of the planned achievement level is calculated using the formula that the higher the realization, the better the achievement of the planned level of achievement. Furthermore, based on the results of performance measurements, performance evaluation and analysis is carried out to determine the success and failure and achievement of strategic targets of the Mandailing Natal Regency Agriculture Service and the reasons for whether or not the expected performance is achieved to facilitate interpretation of the achievement of target performance and target indicators. Measuring the level of performance achievement of the Mandailing Natal District Agriculture Service is carried out by comparing targets with realization. Assessment of achievement of target indicators using updated Performance Determinations. The target of meeting the needs for service facilities and infrastructure with a 12 month target can be realized within 12 months with an average performance achievement of 100%. The success of achieving these strategic targets is expected to have a program achievement success rate of 100%, however, the new target obtained by the Mandailing Natal District Agriculture Service this year is only 42% based on data from the results of measuring performance achievements carried out by the Mandailing Natal District Agriculture Service in 2023. Apart from these factors, the leader's attitude is considered less capable of motivating his employees due to the inflexibility of the leader's attitude. Leaders tend to be rigid and pay little attention to their employees, so that employees have difficulty communicating work problems to their superiors. Therefore, the existence of a good leadership style system is very important and influential in the process of implementing activities in the organization, especially performance issues. Because a leader's attitude is a form of prevention to anticipate poor employee performance, so that a company's performance can be even better, of course. Therefore, it can be concluded that a superior's leadership style, the organizational culture applied and the motivation given by superiors to their subordinates influence the good and bad of an organization's performance. Based on the description above, researchers are interested in research by taking the research title "The Influence of Motivation, Workload and Leadership Style on Employee Performance at the Mandailing Natal District Agriculture Service".

## **METHOD**

This research approach really helps the effectiveness of conducting a study. Without a clear research approach, research will not proceed properly and research will take longer because there are no boundaries. This research approach is to analyze the influence of motivation, workload and leadership style on employee performance at the Mandailing Natal District Agriculture Service Office. The approach in this research is descriptive quantitative because the data presented is in the form of numbers and uses descriptive analysis.

## **DISCUSSION**

### **The Influence of Work Motivation on Employee Performance**

The resulting calculated t value for the work motivation variable is 2.978 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the work motivation variable has a significant effect on employee performance at the Mandailing

Natal District Agriculture Service. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. According to Koesomowidjojo (2019:19), there is a relationship between Workload and Employee Performance as follows: if workers' fatigue increases in completing work that is not in accordance with their physical and mental abilities, it can cause reduced work capacity and body endurance, which will have an impact on decreased performance. employee.

**Effect of Workload on Employee Performance**

The resulting calculated t value for the workload variable is 2,134 with a sig of 0.036. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the workload variable has a significant effect on employee performance at the Mandailing Natal District Agriculture Service. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. A person's motivation will greatly determine the quality of their work. Low work motivation can certainly cause an employee to carry out their work not in accordance with what has been determined by the company, thus the employee's performance will decrease. This work motivation will arouse employees to carry out their work in accordance with previously established operational standards (Koesomowidjojo 2019:27). Thus, the relationship between motivation and employee performance at PT Semen Indonesia Distributor Gresik is positive. This is reinforced by research conducted by Subroto (2020:67) which shows that work motivation is positively related to the performance of Central Sulawesi Province Highways Service employees.

**The Influence of Leadership Style on Employee Performance**

The resulting calculated t value for the leadership style variable is 2.805 with a sig of 0.006. Sig analysis results. 0.006 is smaller than 0.05, meaning that individually the leadership style variable has a significant effect on employee performance at the Mandailing Natal District Agriculture Service. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. Leadership style in organizations is important in the modern organizational era which requires democratization in the implementation of work and leadership. Leadership style is the art of mobilizing all available resources in an effort to achieve goals with strategies that are adapted to environmental conditions. According to Diansyah's research results (2021:11) "The Influence of Leadership Style and Work Stress on Employee Performance (Case Study of the Jember District Health Service)" which states that Leadership Style has a significant positive effect on the performance of Jember District Health Service employees. Jember District Health in carrying out its duties follows existing standard operating procedures (SOP). So the possible consequence of a bad leadership style is a decrease in employee performance which will have an impact on reducing the total performance of the organization.

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Based on the table above, the calculated F value is 37.627 with F sig. 0.000 where F sig. 0.000 is smaller than 0.05 then  $H_0$  is rejected. It can be interpreted that simultaneously work motivation (X1), workload (X2) and leadership style (X3) have a significant influence on employee performance (Y) at the Mandailing Natal District Agriculture Service. This test aims to determine the extent to which the independent variables used are able to explain the dependent variable. In this research, work motivation (X1), workload (X2) and leadership style (X3) are simultaneously related to the dependent variable, namely employee performance (Y) at the Mandailing Natal District Agriculture Service. Research with the title "The Influence of Workload, Motivation and Leadership Style on Performance", success in carrying out the main tasks and functions at the Pati Regency Regional Secretariat will greatly depend on the performance of its employees, which is influenced, among other things, by Workload, motivation and leadership style. This shows that workload can determine employee performance. The leadership shown and applied to a leadership style is one of the factors that can improve performance. Motivation also needs to receive great attention for organizations in improving employee performance.

**CONCLUSION**

Work motivation has a significant effect on employee performance at the Mandailing Natal Regency Agriculture Service. Workload has a significant effect on employee performance at the Mandailing Natal Regency Agriculture Service. Leadership style has a significant effect on employee performance at the Mandailing Natal Regency Agriculture Service. Work Motivation, Workload and Leadership Style have a significant effect on Employee Performance at the Mandailing Natal Regency Agriculture Service.

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