

ROLE OF LEADERSHIP, MOTIVATION, COMPETENCY, AND THE WORKING ENVIRONMENT IN IMPROVING THE ACHIEVEMENT OF STUDENTS IN AGRICULTURE, FOOD SECURITY, AND FISHERY IN KLATEN REGENCY

Winarto, Istiatin, Kartika Hendra Titisari

Master of Management Study Program, Postgraduate Program,

Universitas Islam Batik Surakarta, Indonesia

Jl. KH Agus Salim No.10, Jawa Tengah 57147, Indonesia

E-mail:

Abstract : *The purpose of this study was to determine whether there is a significant influence between leadership, motivation, competence and work environment variables on employee performance. In addition, it is also to determine whether there is a significant simultaneous influence and which variable is the most dominant in influencing employee performance at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency. The method used is descriptive quantitative method. The population in this study amounted to 232 employees and the sample used was 70, where the sampling technique used quota sampling. The data used are primary data and secondary data with data collection techniques: observation, documentation, questionnaire and literature study. The data analysis technique in this study used multiple linear tests. The results of the study can be concluded that: The results of the study can be concluded that: 1) There is an influence of leadership, motivation, competence and work environment simultaneously influence the performance of employees at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency, 2) There is a leadership influence on achievement employees at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency, 3) There is a motivational influence on the performance of employees at the Department of Agriculture, Food Security and Fisheries in Klaten Regency, 4) There is an influence of competence on employee performance at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency, 5) There is an influence of the work environment on employee performance at the Department of Agriculture, Food Security and Fisheries in Klaten Regency.*

Keywords: *Employee Achievements, Leadership, Motivation, Competence, Work Environment*

1. Introduction

The era of globalization that is increasingly developing requires the Agriculture Service to continue to improve, intense competition in several fields is a condition faced by every individual today. There is almost nothing without competition, both in the learning process, in the business world, and even in work performance. Human resource management carried out by an agency must focus on creating conditions that support the work performance of its employees, because high productivity can always increase and must be supported by employees who wish to excel in order to achieve the best results in the implementation of their work.

To achieve the targeted organizational goals, work performance is required. Employee work performance can be in the form of achievements or contributions made by employees in carrying out their duties and responsibilities as well as their functions as employees in the

company. A good employee must have self-discipline for that a leader must be firm in terms of discipline so that employees obey the rules that have been made (Ariani & Assarofa, 2018).

Motivation deserves to be chosen to encourage individual desire to carry out certain activities to achieve a goal. The motivation that is in a person will create a behavior that is directed at the goal of achieving the goal of satisfaction (Basri & Mayasari, 2015). Motivation is a complex problem in organizations, because the needs and desires of each member of the organization are different, therefore it is important for leaders to know what motivates employees or subordinates. The existence of motivation in carrying out their work will automatically increase employee performance (Damayanti, 2015).

One of the ways to manage human resources can be through training or competencies provided to employees, because it can encourage employees to work harder, and employees will try to achieve higher work performance (Marwati, 2020). The company will also not hesitate to spend a certain amount of money for employee training purposes, although sometimes the amount spent is quite large, because this is considered by the company as an investment in human resources and is expected to improve employee performance. Through this training process, employee competencies can be improved in order to achieve competency standardization that is needed by the company to achieve the targets that have been set (Gijoh, 2013).

A comfortable and conducive work environment makes employees happy to work and in the end employee performance increases. A conducive work environment will provide a sense of security and comfort which allows employees to work optimally. The work environment will affect employee emotions (Wulandari, Susilo, & Iqbal, 2015). The work environment does not directly affect organizational activities in the short term, but will affect long-term decisions. The work environment is one of the main elements in the work process, because a conducive environment will cause employee performance to increase (Hafied, 2017).

2. Review of Theory and Hypothesis Development

2. 1. Employee Performance Theory

According to Hasibuan (2015: 64) states that employee achievement is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time.

According to Sikula (2015: 57) work performance is a systematic evaluation of the work that has been done by employees and is aimed at development. Yoder (2015: 43) states that work performance is a formal procedure carried out within the organization to evaluate employees and the contributions and interests of employees.

According to Sastrohadiwiryo (2013: 243), what is meant by work performance is the performance achieved by an employee in carrying out the tasks and jobs assigned to him.

2. 2. Leadership Theory

Amirullah (2015: 167) argues that leadership is a person who has the authority to give assignments the ability to persuade or influence others through good relationship patterns in order to achieve predetermined goals.

According to Erni and Kurniawan (2015: 255) leadership is someone who has the ability to influence the behavior of others without using force, so that the people they lead accept themselves as worthy to lead them. Therefore, leadership can be interpreted as a process of influencing and directing employees in carrying out the tasks or work that has been given to them and this is the potential to be able to make other people (led) follow what their leaders want into reality.

Yamin and Maisah (2010: 74) leadership is an influencing process carried out by a person in managing his group members to achieve organizational goals. Leadership is a form of strategy or leadership theory which is certainly carried out by people we usually refer to as leaders. A leader is someone with the leadership authority directs his subordinates to do some of his work in achieving goals.

2. 3. Motivation Theory

According to Samsudin (2010: 281) argues that motivation is the process of influencing or encouraging from outside a person or work group so that they want to carry out something that has been determined.

Mangkunegara (2014: 21) states that motivation is the work done by managers in providing inspiration, enthusiasm and encouragement to others, in this case employees, to take certain actions.

According to Sulistiyani (2003: 58), motivation is the process of giving encouragement to subordinates so that subordinates can work in line with given limits in order to achieve organizational goals optimally.

2. 4. Competency Theory

Danim (2012: 56) states that competence is a description of the qualitative nature of behavior that seems very meaningful, in other words competence is the behavior of employees required according to the expected conditions.

According to Sedarmayanti (2017: 26) competence is a fundamental characteristic that a person has that directly affects or can predict excellent work performance. Competence is generally defined as skills, skills and abilities. The root word is competent, which means competent, capable or skilled.

According to Prihadi (2015: 105) competence in the sense of ability is absolutely necessary for employees to carry out their duties as subordinates. Mangkunegara (2015: 113) says competence is a combination of knowledge, skills, values and attitudes that are reflected in habits of thinking and acting.

2. 5. Work Environment Theory

According to Nitisemito (2013: 97) the work environment is everything that is around the employee and can affect in carrying out the duties assigned to him, for example by the presence of air conditioner (AC), adequate lighting and so on.

Isyandi (2004: 134) argues that the work environment is something that exists in the environment of workers that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether or not work equipment is adequate.

According to Simanjuntak (2013: 39) the work environment can be interpreted as the whole tooling tool faced, the surrounding environment where a person works, his work method, as an influence of his work both as an individual and as a group.

2. 6. Hypothesis Development

Hamid & Kurniawaty (2020) stated that leadership has a positive and significant effect on the performance of the Bajeng District Government Apparatus, Gowa Regency. This means that the high commitment of a leader will fulfill the company's goals. A person who dares to commit is considered to have the courage of his soul, is able to withstand difficult circumstances, and is not easily provoked and provoked. Other research shows the same results (Rismawardani, Indrawati,

& Hidayat, 2019; Gijoh, 2019; Kumasi, 2013, Pertiwi, 2017). The research hypothesis is formulated:

H1 : Leadership affects employee performance

Arifah (2018) states that work discipline, work motivation, and organizational commitment have a positive effect on employee work productivity. This shows that the higher the motivation possessed by employees will be able to create work performance. Someone who has high motivation for their work will create positive things for the company they occupy. Other research shows that motivation affects employee performance (Hafid, 2017; Bahri & Majid, 2019; Lipu, Alam, & Umar, 2018). The research hypothesis is formulated:

H2: Motivation affects employee performance

Research on competence on employee achievement (Sambali, 2015; Arifah, 2018; Novita Panjaitan, 2014). The results showed that competence has a positive and significant effect on employee performance. Employees' competencies will be proportional to the results given, this creates maximum results and encourages job performance. The research hypothesis is formulated:

H3: Competence affects employee performance

Research on the work environment on work performance was carried out by (Gondo & Prasetyo, 2017; Damayanti, 2015; Ariani & Assarofa, 2018). Shows that the work environment affects work performance. The research hypothesis is formulated:

H4: The work environment affects employee performance

3. Research Method

3. 1. Sample

The sample of this research is 70 employees of the Department of Agriculture, Food Security and Fisheries in Klaten Regency. In this study, we will use a non-probability sampling approach with a quota sampling technique, namely a sampling technique whose population has certain characteristics until the number of quota desired by the researcher is met.

3. 2. Data collection

Data collection technique is a method of collecting data obtained directly from the research site, to find complete data related to the problem under study. The data collection used in the study:

- 1) Observation
- 2) Documentation
- 3) Interview
- 4) Questionnaire
- 5) Literature study

3. 3. Research Variable

3.3.1. Independent Variable

Leadership is the ability to influence and move others to achieve goals. Leadership in organizations is directed to influence the people they lead, so that they want to act as expected or directed by those who lead them.

Motivation is a process in which the need encourages a person to carry out a series of activities that lead to the achievement of certain goals and organizational goals and to fulfill several needs. The strength and weakness of the work motivation of a worker also determines the size of the achievement

Competence is the ability / skills, knowledge, understanding, values, attitudes, and interest in managing an activity if it is related to a person's competence in carrying out their duties and responsibilities at work.

Work environment is everything that is around the workers / employees that can affect the employee's job satisfaction in carrying out their work so that maximum work results will be obtained, where in this work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve work. employees in a company

3.3.2 Dependent Variable

Job performance is the result achieved by an employee in the implementation of a job assigned to him either in quantity or quality through procedures that focus on the objectives to be achieved and the fulfillment of implementation standards.

4. Research Analysis Result and Discussion

4.1 Data Description

Table 1
Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
P	70	18,00	25,00	22,6429	2,05741
K	70	17,00	25,00	21,3429	2,43099
M	70	15,00	25,00	21,3857	2,41549
KO	70	17,00	25,00	21,3857	2,16890
LK	70	15,00	25,00	22,3429	2,33366
Valid N	70				

Employee achievement has the lowest score of 18.00 and has the highest score of 25.00, while the average employee achievement score is 22.6429 with a standard division of 2.05741. Leadership has the lowest score of 17.00 and has the highest value of 25.00, while the average leadership value is 21.3429 with a standard deviation of 2.43099. Motivation has the lowest value of 15.00 and has the highest value of 25.00, while the average value of motivation is 21.3857 with a standard deviation of 2.41549. Competence has the lowest score of 17.00 and has the highest value of 25.00, while the average competency score is 21.3857 with a standard division of 2.16890. The work environment has the lowest value of 15.00 and the highest value is 25.00, while the average value of the work environment is 22.3429 with a standard division of 2.33366.

4. 2 Hypothesis test

Before testing the hypothesis, this study conducted a classical assumption test. Residual results were normally distributed. The results of the value of the Asymp value. Sig. (2-tailed) of 0.715 or greater than 0.05. This shows that the residuals of this regression equation are normally distributed. These results indicate that there is no heteroscedasticity. The results of the heteroscedasticity test showed a significant value not exceeding 0.05. This shows that the variables proposed in the study did not occur heteroscedasticity. Multicollinearity test results The VIF value for all independent variables of this study is below 10. These results indicate that there is no multicollinearity problem.

4. 2. 1. Hypothesis test (H₁)

The results in Table 2 show that leadership has a significant effect on employee performance at the Department of Agriculture, Food Security and Fisheries in Klaten Regency. This study supports the results conducted by Hamid & Kurniawaty (2020), Hafied (2017). Leaders become good role models for employees, this is felt by employees when they receive direct appreciation from the leadership. The leadership style adopted by the leader encourages employees to improve the performance of each employee. The leader also brings a comfortable atmosphere in monitoring every employee's work, each evaluation of the leader delivers in a speaking style that is acceptable to all employees well.

4. 2. 2. Hypothesis test (H₂)

The results in Table 2 show that motivation has a significant effect on employee performance at the Department of Agriculture, Food Security and Fisheries in Klaten Regency. This study supports the results conducted by Arifah (2018), Thaief, Baharuddin, & Idrus (2015). Motivation possessed by employees tends to maintain a sense of comfort so that they continue to make efforts to improve and compete to achieve certain achievements, because employees feel that what they do is according to their wishes.

Motivation is motives that become active or function and do not need to be stimulated from outside, because within each individual there is already an urge to do something. Thus there is no burden on the employee to act that is unreasonable or untrue. An employee's motivation for work can also be indicated from his participation in making decisions. Real participation can be seen from the input that employees give to the leadership. Participation can also be seen from the willingness of employees to learn by consulting their leaders. The higher the level of participation of an employee, the more positive his motivation is at work.

4. 2. 3. Hypothesis test (H₃)

The test results as presented in Table 2 show that competence has a significant effect on employee performance at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency.

The level of competence for each employee is different, according to the latest education level and according to the given responsibilities. Employees at the Department of Agriculture, Food Security and Fisheries in Klaten Regency have adjusted to the ability level of each employee, competence has also been selected at the time of entry selection and is right on target with the abilities possessed by employees. This study supports the results conducted by Novita & Panjaitan (2014), and Damayanti (2015).

4. 2. 4. Hypothesis test (H₄)

The results of the test as presented in Table 2 show that the work environment has a significant effect on the performance of employees at the Department of Agriculture, Food Security, and Fisheries in Klaten Regency.

The work environment has a very important role in an official, in addition to being a support in smoothing environmental work, it also plays a role in improving employee performance. A good work environment includes physical and non-physical conditions around employees while carrying out work. A comfortable working atmosphere can provide a sense of satisfaction for workers. Job satisfaction can only be obtained or created if the factors that affect work and the influence of the work environment on aspects of employee work performance can be optimally improved. This study supports the results conducted by Sambali (2015), Gondo & Prasetya (2017).

5. Conclusion

5.1 Research Result

This researcher concludes that the leader's attitude towards subordinates has an effect on employee performance. This is indicated by the positive and significant influence of leadership controls on employee performance. This means that the increasing positive control of the leader, the employee's performance will increase and have an impact on employee performance.

This study also concluded that work performance can be influenced by employee motivation. The increase in work performance is indicated by the work results of each employee who are mediated by the motivation to get incentives / rewards.

This study concludes that employees' competencies have an effect on performance. This is shown by the distribution of sub-jobs that is evenly distributed and in accordance with the expertise of each employee.

This study also concluded that the work environment affects employee performance. This is shown by the facilities and comfort of the workplace for employees and co-workers who can work with them.

The implication of this research is that there are indicators that exist in each variable in this study and the results of the research that have been done show that leadership, motivation, competence, and work environment affect employee performance. From the results above, of course by continuing to increase the level of leadership, motivation, competence and the work environment in an agency or organization, employee performance will be better than before and can minimize the occurrence of existing problems.

Leadership in an organization has a very important role, in order to improve the performance of employees at the Department of Agriculture, Food Security and Fisheries in Klaten Regency. This leadership role will be realized if there is a behavioral relationship or a harmonious behavior relationship is established between superiors and subordinates. With a harmonious relationship between superiors and subordinates, the existing work will be easier to complete and of course employee performance will also increase.

Motivation is a very important aspect to drive one's creativity and ability to do a job, and is always enthusiastic in carrying out that job. Motivation makes a person do his job according to the best ability he has. Motivation also makes employees feel very burdened in carrying out or completing their work.

Competency knowledge is very helpful for the Department of Agriculture, Food Security and Fisheries in Klaten Regency to determine the extent to which an employee can work optimally and make contributions according to the wishes of the agency. With the competence in each employee, employees will find it easy to complete their work with their respective competencies.

The work environment is an important aspect in an organization / agency. The existence of a good work environment will make employees feel very comfortable and enjoy every job. Of course, it will also improve existing performance, whether in terms of speed of completion of work or minimizing problems that will occur.

Limitations in this study at the time of distributing questionnaires because employees have little free time so that when filling out the questionnaire it is done hastily. The schedule for employee visits was tight and it took a long time so that the distribution of questionnaires was quite hampered.

5.2 Implications

With the existence of indicators in each variable in this study and from the results of research that has been done, it is known that leadership, competence, motivation and work

environment affect employee performance. From the above results, of course, by continuing to improve the level of leadership, competence, motivation and work environment in an agency or organization, employee performance will be better than before and can minimize the occurrence of existing problems.

Leadership in an organization has a very important role, in order to improve the performance of employees at the Department of Agriculture, Food Security and Fisheries in Klaten Regency. This leadership role will be realized if there is a behavioral relationship or a harmonious behavior relationship is established between superiors and subordinates. With a harmonious relationship between superiors and subordinates, the existing work will be easier to complete and of course employee performance will also increase.

Motivation is a very important aspect to drive one's creativity and ability to do a job, and is always enthusiastic in carrying out that job. Motivation makes a person do his job according to the best ability he has. Motivation also makes employees feel very burdened in carrying out or completing their work.

Motivation is a very important aspect to drive one's creativity and ability to do a job, and is always enthusiastic in carrying out that job. Motivation makes a person do his job according to the best ability he has. Motivation also makes employees feel very burdened in carrying out or completing their work.

The work environment is an important aspect in an organization / agency. The existence of a good work environment will make employees feel very comfortable and enjoy every job. Of course, it will also improve existing performance, whether in terms of speed of completion of work or minimizing problems that will occur.

5.3 Suggestion

It is recommended that the Department of Agriculture, Food Security and Fisheries in Klaten Regency maintain all aspects studied in this study to maintain employee work performance.

The Department of Agriculture, Food Security and Fisheries in Klaten Regency should maintain a leadership style that is already working well.

It is hoped that the Office of Agriculture, Food Security and Fisheries of Klaten Regency will continue to improve in order to increase environmental factors so that employees are more comfortable in carrying out activities.

As one of the Government Agencies, the Environment and Forestry Service of Klaten Regency is expected to be able to contribute actively to both employees and the wider community.

References

- Alma, B. (Manajemen Pemasaran dan Pemasaran Jasa). 2013. Bandung: ALFABETA.
- Amstrong, K. d. (2018). *Prinsip-Prinsip Pemasaran jilid 1 dan 2 edisi 12*. Jakarta: Erlangga.
- Ariani, M., & Abdurrahman, A. (2018). pengaruh motivasi, disiplin, dan lingkungan kerja terhadap kepuasan kerja karyawan: studi kasus pada pt palma plantasindo.
- Arifah, S. (2018). pengaruh disiplin kerja, motivasi kerja dan komitmen organisasi terhadap produktivitas kerja karyawan.
- Arikunto, & Suharsimi. (2016). *Prosedur Penelitian*. Jakarta: edisi revisi IV.

- Arikunto, S. (2012). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Damayanti, R. (2015). pengaruh motivasi kerja karyawan terhadap produktivitas kerja karyawan .
- Gijoh, R. (2013). motivasi, kompetensi dan budaya kerja pengaruhnya terhadap kepuasan kerja karyawan outsourcing.
- Gondo, V. A., & Arik, P. (2017). *the effect of situational leadership style, work ethic, and work motivation on the employee's performanc*.
- Hafied, H. (2017). *Leadership, Compensation, Work Discipline Are Able To Improve Performance Clerk PD Market City Of Makassar*.
- Hamid, H., & Kurniawaty. (2020). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja ASN.
- Hanafi, S. A., Bahri, S., & Majid, M. S. (2019). *Effect of Organizational Structure, Job Analysis and Leadership Style to Work Motivation and Its Impact on The Performance of Employees*.
- Lipu, A. T., Alam, S., & Umar, F. (2018). kepuasan kerja, dukungan organisasi, gaya kepemimpinan, motivasi kerja terhadap kinerja karyawan pada pt. bank mega,.
- Maryam, S. (2015). *Statistik Induktif*. Surakarta: Uniba Press.
- Megasari, R., Mei, I., & Hidayat. (2019). analisis prestasi kerja pegawai bappeda bojonegoro ditinjau dari kedisiplinan, motivasi dan kepuasan kerja.
- Pertiwi, R. (2017). pengaruh disiplin kerja terhadap produktivitas kerja pegawai negeri sipil di kantor dinas perindustrian perdagangan koperasi dan umkm.
- Sambali, N. P. (2015). budaya kerja dan fasilitas kerja terhadap kinerja pegawai perwakilan badan kependudukan dan keluarga berencana nasional.
- Sugiyono. (2017). *Metode Penelitian Pendekatan Kualitatif*. Bandung: Alfabeta.
- Sugiyono. (Bandung). *Metode penelitian Kuantitatif, Kualitatif, Dan R&D*. 2017: Alfabeta.
- Thaief, I., Priyono, a. B., & Idrus, M. S. (2015). *Effect of Training, Compensation and Work Discipline against Employee Job Performance*.
- Thamrin, M., & Novita, D. P. (2014). analisis faktor-faktor yang mempengaruhi produktivitas kerja karyawan pemanen

International Journal of Economics, Business and Accounting Research (IJEBAR)

Peer Reviewed – International Journal

Vol-5, Issue-2, 2021 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

<https://jurnal.stie-aas.ac.id/index.php/IJEBAR>