

# The Role Of Leadership As A Promise Of Working Achievement Of Employees Of The Religious Ministry Of Lumajang Regency-East Java Province-Indonesia

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**ABSTRACT:** A leader of an organization shall have the ability to empower all the potentials that exist in it to improve employees' work achievement, performance, and work motivation. The ability of a leader to change and influence the behavior of individuals and groups within the organization is very necessary. This research examines the influence of leadership as the driver of employees work achievement, performance, and work motivation among employees of the government organization. Results using Structural Equation Modeling analysis show that effective leadership is a direct driving factor of employees' work achievement and it indirectly affects the increase of employees' performance allowance and work motivation.

**Index Terms:** Leadership, Performance Allowance, Motivation, Employees' Work Achievement.

## INTRODUCTION

The leader in the organization becomes the main strategic controller. Leaders have a functional and structural task and must be able to sustain organizational dynamics continuously (Shafie et al., 2013). Leaders must be able to deliver employees to have optimal work performance. The ability of leaders to influence employee work behavior must be in accordance with organizational expectations. The style and ability of a leader influence the performance of employees in an organization (Bello, 2012). Leaders have a very broad function because of their strategic position and become the central role of the organization. Leaders must be able to invite, guide and control employees to achieve organizational goals optimally while still considering the employee individual ability. Leadership quality determines the success or failure of the organization. Leaders must be able to influence employees to achieve the goals (Robbins, 2014). Leadership is a process that influences the behavior of individuals and groups in both formal and non-formal organizations (Mullins, 2016). Leadership has two directions, that is, influencing members and influencing processes (Lussier and Achua, 2013). Members as followers with their abilities at certain times and the right situations can support leadership by providing input or feedback to their leaders. Leaders must be able to coordinate all policies and ideas, accept ideas and ideas and get members' motivation through change. Skills and commitment of leaders greatly influence the sustainability and success of organizational. Leaders must be able to minimize differences in the organization, equate work perception, harmonize and become a driver of creativity growth on all the power of resources in the organization so that the organization is able to compete and be equal to others.

The style and character of the leader determines to improvement of employee performance and accelerates the achievement of organizational goals (Khairizah et al., 2015). Work performance of employee is the main factor determining the success of organizational. Good work performance will make a positive contribution in the specified period, so that the leader's attention to the work performance of the subordinates becomes important (Mangkunegara, 2014). Work performance is the output of the work of an employee as a form of responsibility for the tasks assigned by the organization. Increasing employee performance is inseparable from the role of a leader. Leaders must be able to be the mentors and protectors for all employees so that such conditions are expected to foster a good work environment and then provide employees with opportunities to improve work performance. Another factor that contributes to the creation work performance is the provision of performance allowance as part of compensation, especially in the public organizations. Performance allowances are additional income in addition to the main salary of an employee paid as a reward for performance or achievements (Kartika et al., 2016). The granting of performance allowance to government organizations was put into effect since 2014 including the government employees of the Ministry of Religion Affair (MRA) of the Republic of Indonesia. The purpose of providing performance allowance is to improve employee and organizational performance. Performance allowance for the employees is a form of organizational financial rewards to employees for the work performance they have done. Implementation of performance allowances to employees of government organizations is classified according to their duties, positions and functions based on pre-determined grade and used as the formula of the amount of performance allowances given to the employees. Performance allowances are factors that contribute significantly to improving employees work achievement in the organization. If an organization wants to have good work culture, the most valuable assets that must be maintained are the reliability of human resources (Findarti, 2016). All of these become competitive needs not only for internal organizations but for increasing competitiveness within organizations. Improved work performance is also influenced by the motivation of employees. Employees will be motivated if

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their internal and external needs are sufficiently met. Motivation is related to the realization of one's working spirit due to the forces that move so they want to work passionately, work together, be able to work effectively and efficiently and realize as a whole in an effort to obtain satisfaction in work (Hasibuan, 2013). Employee motivation and performance are directly related. If employees have high motivation, then they can be said that their performance will increase. Motivation affects employee performance. That is, the execution of duties and obligations of employees is largely determined by the extent to which motivation is able to become their individual driver (Zameer et al., 2014). This paper examines the influence of leadership as a driver of employees' work achievement and increased performance allowance and work motivation at the MRA Office in Lumajang District, with a total of 400 employees. Leadership becomes an exogenous variable, while work achievement, performance allowance and work motivation are endogenous variables.

## Literatur Review

### Leadership, Performance Allowance and Work Performance

Leaders must be able to guide, move and direct others to want and synergize with others in a group to achieve organizational goals. Leaders need to carry out a series of activities by inviting and encouraging members of the organization to be actively involved. Leadership is the effort of someone with his expertise to be able to influence individuals and groups on achieving goals (Robbins, 2014; Siagian, 2015). Leaders need to understand people's perceptions of a particular atmosphere (Terry, 2013). Leaders are said to be successful if they are able to control, coordinate, and mobilize all components in the organization including human resources. Good leadership will have positive impact on organizational performance. Good leader will give job satisfaction to employees. Leadership style has positive effect on employee job satisfaction (Darmawan and Putri, 2017). Job satisfaction of an employee directly increases if the leadership model applied by leaders is more caring for and strengthening. In other words, leadership styles that are in accordance with the organizational situation can directly motivate its members at work and get a sense of comfort and tranquility to improve work performance. Work performance is the ability of employees to realize organizational goals. The measurement of employees' work achievement can be done by providing systematic and measurable evaluation. The organization regulates and has the authority to assess work performance in an integrative and objective manner. A conducive and competitive work atmosphere can make employees feel an important part of the organization. Leadership greatly influences employee performance (Suryadi et al., 2016). Leadership, motivation and benefits styles have a strong relationship with employee performance (Elqadri et al., 2015).

### Performance Allowance, Motivation and Work Performance

Performance allowance is an additional income apart of basic salary. Performance allowance is additional income paid as a reward for the achievement of an employee (Kartika et al., 2016). Performance allowance is given by using certain measurement procedures and mechanisms as well as principles of benefit (Hadiansyah et al., 2015). Performance

allowance is additional compensation given by the organization to its employees. Compensation is a reward both in material and non-material forms received by employees. Compensation is an organizational financial service given to the employees for the implementation of certain targets and at the same time to foster the motivation for employees (Handoko, 2013). In other words, performance allowances are the provision of additional services provided to employees for the successful implementation of their duties and responsibilities. In the government organizations, employee performance allowance is an implementation of bureaucratic reforms paid on the basis of achievement of work performance and organizational performance. Allowances have the overall meaning of additional income for employees added by the organization, for example holidays, funds for work performance, office vehicle facilities, exemption of interests of personal loans, health insurance, or the provision of vacation leave (Wirawan, 2015). Payment of performance allowances is directly related to the quality of work performance (Tjahjono and Riniarti, 2015). In line with the reform of the public bureaucracy, payment of employee performance allowance has shown the success of the function of carrying out its duties (Najoran et al., 2018). Regulation of the Minister of Empowerment of Government Employees and Bureaucratic Reform No. 34 of 2011 governed the Job Classes. This performance allowance payment policy is used as a basic reference for the MRA in providing employee performance allowances in the environment with the mechanism and grouping that has been set. Performance allowance is a form of additional income other than wages or salaries based on the ability and work performance carried out by employees to the organization (Suci, 2015). Measurement of awards is determined through a long and objective process by the organization. This inclusion is an additional organization payment to employees in the form of funds and other forms of remuneration for the workload that has been done based on the goals, objectives and targets of the organization as well as motivating the next jobs in an effort to improve employee performance.

### Motivation and Performance

Another factor that contributes to organizational success is motivation. Motivation is a desire that arises from a person so that he is encouraged to do something on the basis of individual specific values (Rivai, 2014). Motivation requires a level of sensitivity to the completion of tasks and is a psychological factor that has a central role in achieving work targets. Motivation can encourage, transform, and actualize the behavior of individuals and groups to obtain the best outputs and outcomes (Hasibuan, 2013). Work motivation can improve employee performance in the organization (Zameer et al., 2014). Motivation is the most basic component and must receive serious attention from the top leaders (Siagian, 2015). Motivation is a series of activities that can grow and move all values in a person which is then realized in the form of individual human behavior. Employees will be motivated by working more passionately for better work performance for the organization (Manzoor, 2012). Work performance is a major component in improving organizational performance. There are two methods of performance appraisal, namely the past and future methods of evaluation. Orientation of past work performance appraisal is to see employee performance that has been achieved with targets set as evaluation material for

subsequent performance decision making. Assessment using future method emphasizes on the accuracy of the tasks and responsibilities that will be given and is ongoing and to make employees work achievement planning in the medium and long term (Notoatmodjo, 2015). Employees work achievement is influenced by leadership, performance allowance and work motivation.

**Methods**

Data of this study were collected by distributing questionnaires. The Structural Equation Model was used to test the relationship among variables. The population were employee who holds structural, functional, or general positions in six working-units in the 21 sub-districts with a total of 153 active employees. The independent variables of this study are 1) Leadership, with the indicators of fair, creating a sense of security, source of inspiration and respect, 2) Performance Allowances, with the indicators of grades and occupational classes, allowances, intensive and facilities, and 3) Work Motivation, with the indicators of physiological, reward, social and self-actualization indicators. The dependent variable is Job Performance, with the indicators of work quality, initiative, discipline and knowledge.

**Result**

Of the 153 questionnaires distributed, there are 140 usable questionnaires, representing 92% of the population. Most of the respondents are male (95 people or 68%). The majority of them are married (134 people or 96%). Almost half of them hold tertiary education (64 people or 46%). The structural relationship of the four variables is divided into two models. The first model is a measurement model and the second is a structural model. In the measurement model, the loading factor, composite reliability and average variance extracted (AVE) will be calculated as a measure of construct validity and reliability. Table 1 below shows the construct validity and reliability of this study. Loading factors on all indicators range from 0.573 to 0.832, which means they are above the minimum limit of 0.50. The composite reliability coefficients range from 0.754 to 0.889, which means that they are above the minimum limit of 0.70. Average variance extracted (AVE) is in the range of 0.437 to 0.668. Construction reliability is also judged by discriminatory validity. Table 2 shows the results of discriminant validity tests.

**Table 1. Validity and Construct Reliability Analysis Results**

Variable	Indicator	LF	CR	AVE
Leadership	Fair	0.832	0.889	0.668
	Creating security	0.831		
	Source of inspiration	0.821		
	Be respectful	0.784		
Performance allowances	Values and position classes	0.709	0.801	0.503
	Allowance	0.768		
	Intensive	0.729		
	Amenities	0.623		
Work motivation	Physiological	0.762	0.798	0.500
	Appreciation	0.580		
	Social	0.772		
	Self actualization	0.699		
Work Achievement	Work quality	0.661	0.754	0.437
	Initiative	0.624		
	Discipline	0.573		
	Knowledge	0.771		

Notes:

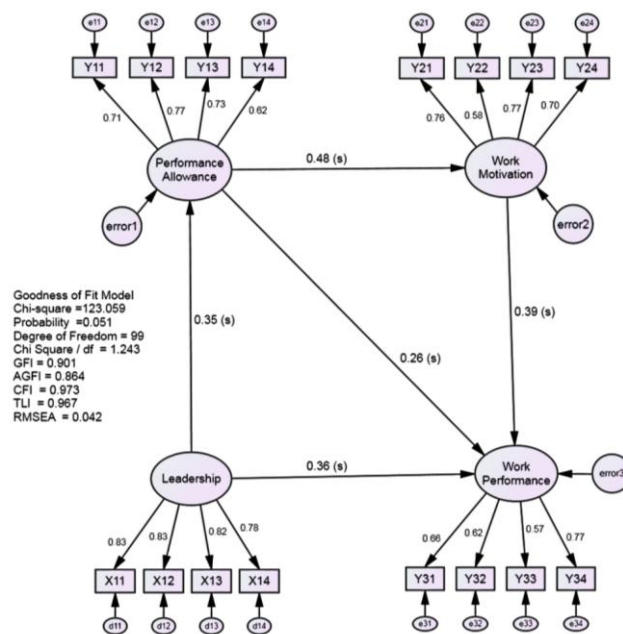
LF= Loading Factor, CR= Composite Reliability, AVE= Average Variance Extracted

Discriminant validity is calculated by comparing the AVE root value of a construct with a correlation coefficient for other variables (Table 2). For example, the AVE root value of leadership is 0.817, which is greater than the correlation coefficient of other variables ranging from 0.169 to 0.519 so that this construct has good discriminant validity. Likewise, the results of the analysis of other variables also lead us to assert that there are good discriminant validity. In summary, the research model meets the requirements of validity and reliability.

**Table 2. Discriminant Validity Results**

Variable	Leadership	Performance allowances	Motivation	Work achievement
Leadership	(0,817)			
Performance allowances	0,351	(0,709)		
Work motivation	0,169	0,480	(0,707)	
Work achievement	0,519	0,575	0,575	(0,661)

Figure 1 shows the test results on the prediction of the direction of the coefficients of the variables. The Chi Square test is not significant ( $\chi^2 = 123,059$ ;  $p = 0,051$ ). This means that the covariance matrix in the data is not different from the covariance matrix in the model. Other model fit indices also meet. The GFI and AGFI indices of 0.901 and 0.864 are in good and marginal status because they are in the range of 0.800-0.900 (Hair et al., 2010). The CFI and TLI indexes are 0.973 and 0.967, which mean they are in good status because the values are higher than 0.95. The RMSEA value of 0.042 is an indicative of good status because as it has a value of less than 0.08.



**Figure 1. Hypotheses Test Results**

Table 3 presents the results of the path coefficient test. The path coefficient test results from leadership on performance allowances are significant ( $p < 0.001$ ). That is, the quality of leadership increases performance benefits. In other words, performance allowance for employees are easier to manage if the leader carries out its duties. Work motivation is significantly influenced by performance allowances ( $p < 0.001$ ). That is, the better the employee's perception of performance benefits, the better is the employee motivation. Changes in work performance are significantly influenced by three factors, namely leadership ( $p < 0.001$ ), performance allowance ( $p < 0.050$ ), and work motivation ( $p < 0.001$ ).

**Table 3. Path Coefficient Test Results**

Variable Relationship	Path Coefficients	C.R	p-value
Leadership to Performance allowances	0,351	3,456	<0,001
Performance allowances to Work motivation	0,480	4,313	<0,001
Leadership to Work performance	0,362	3,729	<0,001
Performance allowances to Work performance	0,262	2,291	<0,050
Work motivation to Work performance	0,388	3,440	<0,001

## Discussion

Results of the model show that leadership has an important role in improving work performance through improved planning for providing performance allowance and strengthening motivation. Leadership significantly influences the performance benefits. Performance allowances have an effect on increasing work motivation. Leadership with emotional intelligence will have broad impacts such as managing funding problems and specifically performance allowance (Oyewunmi et al., 2015). Leadership with good governance skills will affect the management and planning of a better budget (Broye et al., 2017). The contribution of performance allowance to work motivation is in line with the results of Pulu Hulawa (2013) and Arief (2018). Performance has an impact on the family's economic level. Leadership has a direct relationship with employee performance. Work performance of higher employees comes more from groups of employees who feel there is a match between leaders and organizational goals. That is, the success or failure of achieving organizational goals depends greatly on the extent of the leadership role. Members as organizational constituents will influence the leader's success (Terry, 2013). The quality of leadership will drive organizational success. Substantially leadership is explained by the indicator as fair and secure, because the biggest loading factor is on both indicators. That is, the quality of leadership is rated high or low reflected in the low or high measured response on both indicators. Good leadership is reflected by the amount of justice given by the leadership to employees and the strong sense of security when doing work activities. The results of descriptive analysis show that there are two relatively high indicators, which are the sources of inspiration and respect. The indicators of fair and create a sense of security are relatively low. High work performance is reflected by the high level of initiative, of which that employees have and good work quality. Leadership roles are needed in encouraging work performance, especially in building high-character employees. Every work unit needs leadership with

fair leadership. Performance allowances are directly related to employee performance. Employee performance is higher than that of employees who feel the adequacy of performance benefits. The provision of performance allowances or compensation is intended to be a way for companies to reward work performance and improve employee welfare. The provision of performance allowances can encourage better organizational growth (Tjahjono and Riniarti, 2015). All indicators contribute fairly high in measuring performance benefits. Substantially, the performance allowance is explained by the allowance indicator, because the biggest loading factor is on this indicator. High perceptions of employee performance allowance are reflected by the high perception of the amount of allowance. The value and class of employment and the amount of benefits that are high are defined and become one of the main indicators of performance compensation measures because employees feel the provision of performance benefits. Incentives received and facilities provided by employees are still low. Provision of facilities in accordance with the position or position can be increased through optimization of planning that can support the fulfillment of work facilities. Performance allowance are expected to improve the work performance of all employees, because performance allowance function is the driving factor for employees work achievement. Work motivation is directly related to work performance. Employees with high work motivation will have better employee performance. Motivation is the maximum desire by encouraging his personality to be able to realize the goals of organization and satisfy various parties (Robins and Mary, 2014). Motivation influences the performance of the employees, which in turn it could affect employee performance (Zameer et al., 2014). There are two relatively high indicators, namely physiological and social. While appreciation and self-actualization are relatively low. Physiological and social needs become the main indicator of work motivation. The award and self-actualization are still low. Work performance has four indicators that all contribute quite high in measuring work performance. Work performance is explained by indicators of knowledge. Two other indicators, namely the level of initiative and discipline, have relatively high value. The level of initiative and discipline possessed by employees is good so the component this supports the high level of work performance within the MRA Lumajang Regency. The quality of the performance of reliable employees indirectly affects the productivity, effectiveness and quality of the organization's services.

## Conclusion and Recommendation

A number of interesting findings are documented in this study. There is a structured relationship of leadership with performance benefits, work motivation and work performance. Work motivation contributes most to work performance. High work performance requires a number of supporting factors, namely leadership, performance allowance and work motivation. Indicators of initiative and knowledge contribute more to measuring work performance. High employee performance is more reflected in the high level of employee initiative and the breadth of knowledge about the job under his responsibility. This research provides practical contributions that can be used as input and consideration for the Ministry of Religion in Lumajang Regency in an effort to improve work performance through performance allowances and work motivation. Performance and work motivation are important

elements to directly improve work performance. Performance and work motivation also have an important role that is indirect for employees to encourage work performance. Employee work motivation is the main key to improving work performance and supported by organizational leadership. Some indicators that show low values should be evaluated by the MRA. It needs to be aware of leaders that organizational goals can be achieved if they can be fair in all aspects of work, and raise awareness about the leader's function as a protector and provide security for the tasks assigned to subordinates. MRA of Lumajang Regency needs a system that supports transparency and equalization of the value of providing incentives, while the provision of facilities that are appropriate to the position or position can be increased through optimization of planning that can support the fulfillment of work facilities. Provide equal opportunities to develop abilities. Employees and leaders must have strong motivation so that they can build a positive commitment to the development of organizational performance.

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