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The Influence of Leadership Style and Placement on Motivation and Its Impact on the Performance of Civil Servants in the Regional Office of the National Land Agency of Jambi Province

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Abstract: Enhancing employee motivation and performance is crucial for effectively achieving organizational objectives. This study aims to examine the impact of leadership style and employee placement on motivation, as well as its subsequent effect on the performance of civil servants within this agency. The research employs a quantitative approach with an associative method, gathering data through questionnaires distributed to 71 employees. The data was analyzed using a structural model via the Partial Least Squares (PLS) technique. The findings indicate that both leadership style and employee placement positively and significantly influence motivation, with effects of 56.4% and 43.1%, respectively. Additionally, motivation has been shown to significantly influence employee performance by 30.8%. Leadership style and employee placement, both directly and through motivation, contribute positively to enhancing the performance of civil servants. Based on these outcomes, it is suggested that leaders at the Jambi Province Regional Office of the National Land Agency enhance collaboration with subordinates and recognize exemplary employees to further boost motivation and performance.

Keyword: Leadership Style, Placement, Motivation, & Employee Performance.

INTRODUCTION

The achievement of an organization is significantly influenced by the effectiveness of its human resource management, which plays a crucial role in optimizing employee potential, enhancing productivity, and fostering a positive work culture (Widiastuti et al., 2022). Effective management involves interaction and coordination to achieve organizational goals (Batubara, 2020). Good human resource management encompasses various aspects such as training, development, and compensation, all aimed at maximizing employee performance (Irmansya & Wadud, 2024). In the context of an institution, a situational leadership style that is open to feedback from subordinates is also a key factor in improving organizational performance (Ilham Maulana, 2021).

Leadership style plays a crucial role in influencing the quality of employee performance, including that of Civil Servants (PNS), through the way leaders interact with

their subordinates. An inappropriate leadership style can hinder employee motivation and performance (Istiqhoro et al., 2022). Proper employee placement, based on the principle of "the right man in the right place," is also essential in enhancing performance, as the alignment between employee qualifications and job requirements can boost morale, work ethic, and achievements. Work motivation is crucial because it is expected to encourage employees to work diligently and with enthusiasm, ultimately aiming to achieve high work productivity (Weni, M. Zahari, Osrita, 2024). Additionally, strong motivation, driven by leadership policies, significantly impacts employee performance (Septiawan, 2024). This motivation stems from internal and external processes that encourage individuals to work harder to achieve organizational goals. In the context of bureaucratic reform in Indonesia, factors such as leadership style and effective job placement are highly relevant for improving bureaucratic efficiency and the quality of public services (Junaidi et al., 2023). Good employee performance, which is regularly evaluated, is key to supporting the success of government organizations, ultimately contributing to the achievement of national development goals (Surono et al., 2023).

Employee performance in reaching organizational objectives is shaped by multiple factors, such as the leadership style and the appropriate placement of employees (Septiawan, 2024). A leadership style that is effective, such as the democratic approach implemented at the Regional Office of the National Land Agency in Jambi Province, is essential in enhancing employee motivation and performance (Yusuf Alfian Rendra Anggoro KR et al., 2022). Leaders who provide clear guidance and value input from their subordinates can foster a productive work environment that aligns with the organization's objectives (Jusman, 2022). Additionally, proper employee placement, ensuring a match between individual qualifications and job responsibilities, is vital for achieving optimal performance (Recky et al., 2022). When employees are positioned according to their skills and educational background, it ultimately supports the overall achievement of organizational goals.

Several factors influence the performance of employees at the Regional Office of the National Land Agency in Jambi Province, including a shortage of qualified personnel and differences in work motivation levels. Achieving organizational goals relies heavily on effective leadership and appropriate employee placement that matches their skills and abilities (Aisyah, 2022). Both intrinsic and extrinsic motivation are essential in fostering work enthusiasm, which subsequently influences performance results (Putra & Sry, 2023). Despite yearly fluctuations in performance achievements, the overall quality of human resources continues to be the primary factor in reaching organizational objectives.

The effectiveness of local government management is largely determined by the caliber of its human resources, especially the employees assigned to specific roles. Employee placement should follow the principle of "matching the right person to the right position" ensuring that individuals are placed in positions that align with their expertise and skills (Pradina Nugraha et al., 2020). Correct placement is crucial in enhancing performance, as institutions must ensure that roles are filled by capable individuals. To resolve performance-related issues, it is essential to conduct a detailed examination of the underlying causes and implement appropriate solutions. In light of this, research was undertaken to examine the impact of leadership style and employee placement on the motivation and performance of Civil Servants at the Regional Office of the National Land Agency in Jambi Province.

METHOD

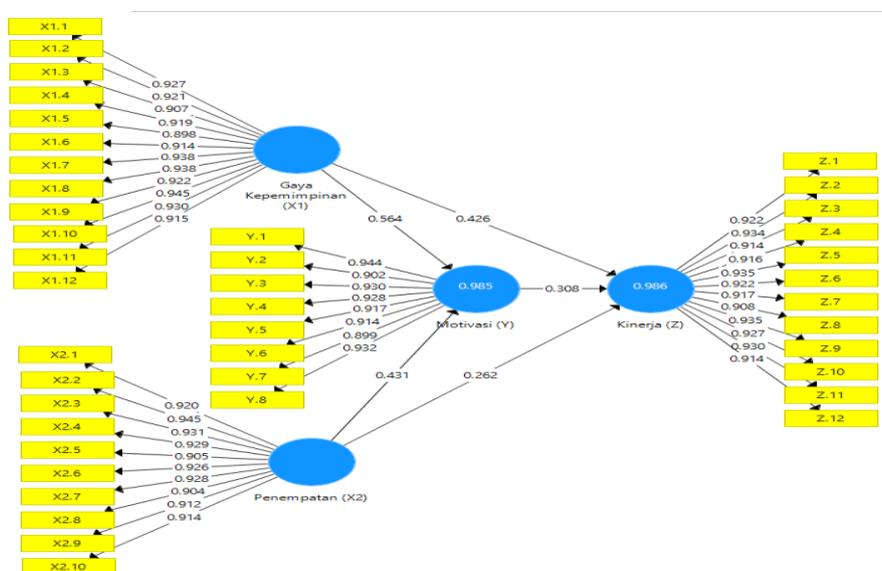
This study uses an associative approach to explore the relationship between independent variables, such as leadership style and placement, on motivation and performance as dependent variables (Sugiyono, 2019). The study combines qualitative

approaches to comprehend the causal relationship between these variables at the Regional Office of the National Land Agency in Jambi Province (Sugiyono, 2021). Quantitative data were gathered from employees via questionnaires and subsequently analyzed using statistical methods. A purposive sampling technique was used, involving 71 employees, excluding leaders. The research aims to identify factors influencing performance based on the principles of proper placement and work motivation.

Selecting the appropriate data collection techniques is crucial in research to ensure that the data gathered is relevant and meets the necessary standards. In this study, the author employed two primary techniques: literature review and questionnaires. The literature review involved examining various sources such as books, articles, websites, and journals related to the research topic to obtain scientific and theoretical data (Sugiyono, 2018). The questionnaire, a primary data collection method, was used to gather information from Civil Servants at the Regional Office of the National Land Agency in Jambi Province. Respondents were asked to answer a series of questions using a Likert Scale, where each response was scored from 1 to 5. The gathered data was subsequently assessed for validity and reliability to confirm the accuracy and dependability of the research outcomes (Creswell & Creswell, 2018). The requirements for quality data include accuracy, relevance, and being up-to-date (Sudirman et al., 2020).

RESULTS AND DISCUSSION

Convergent validity involves assessing how well indicators designed to measure a latent construct genuinely capture that specific construct. This process is crucial in ensuring construct validity in multivariate research, such as in Partial Least Squares (PLS) and confirmatory factor analysis. Convergent validity assesses whether different indicators that are supposed to measure the same construct have a strong relationship with each other, ensuring that these indicators truly represent the intended construct. A key indicator of convergent validity is the loading factor, which reflects the strength of the relationship between the latent variable and its indicators, as well as how effectively the indicators represent the construct being measured.



Source: SmartPLS 3 (2024)
Figure 1. Initial Research Model Calculation Results

Average Variance Extracted (AVE) is a measure used in factor analysis and structural models to evaluate the convergent validity of latent constructs within a model. AVE indicates

the extent to which the variance of the indicators (manifest variables) can be explained by the latent construct. It serves as a key indicator to determine how well the latent construct accounts for the variability of its indicators. The calculation of AVE aims to ensure that the measured latent construct has good convergent validity, meaning that the indicators consistently reflect the same construct. The AVE values obtained from the analysis are used to assess this validity.

Table 1. AVE value

Variable	AVE Value	Description
Leadership Style (X1)	0.852	Valid
Placement (X2)	0.849	Valid
Motivation (Y)	0.848	Valid
Employee Performance (Z)	0.852	Valid

Source: Smart PLS 3 (2024)

Average Variance Extracted (AVE) values exceeding 0.5 suggest that the latent constructs account for more than 50% of the variance in their indicators, which signifies good convergent validity. Based on Table 4.7, the AVE values for "Leadership Style" are 0.852, "Placement" is 0.849, "Motivation" is 0.848, and "Employee Performance" is 0.852, all of which demonstrate very good convergent validity. This means that the indicators for each construct effectively explain the variance within those constructs. The next step is to test discriminant validity using cross-loading values. This test ensures that each concept from the latent variables is distinct from the others, and an indicator meets the criteria for discriminant validity if its cross-loading value is greater than 0.7.

Composite reliability testing is performed to assess the reliability of a research instrument. According to (Amalia et al., 2022), a variable is deemed reliable if its loading value exceeds 0.70. The composite reliability values for each variable are presented in Table 2.

Table 2. Composite Reliability

Variable	Composite Reliability	Information
X ₁	0.986	Reliabel
X ₂	0.983	Reliabel
Y	0.978	Reliabel
Z	0.986	Reliabel

Source: Smart PLS 3 (2024)

According to Table 2, the composite reliability test results confirm that all variables in this study exhibit reliability, as their composite reliability values exceed 0.70. This suggests that these variables are consistent and credible, making the generated data suitable for effective use in the research. To evaluate the inner model, a hypothesis test was conducted to investigate the influence of exogenous variables on endogenous variables by comparing the p-value of the path coefficient against a significance level of 0.05. A hypothesis is considered significant if the p-value is ≤ 0.05 or if the t-statistic surpasses the critical t-value. The structural model was analyzed using SEM-PLS in SmartPLS 3, with particular attention to the determination coefficient (R²) to gauge the model's capacity to explain the variance in the dependent variable. A higher R² suggests greater predictive accuracy, with Adjusted R² employed to mitigate bias in more complex models.

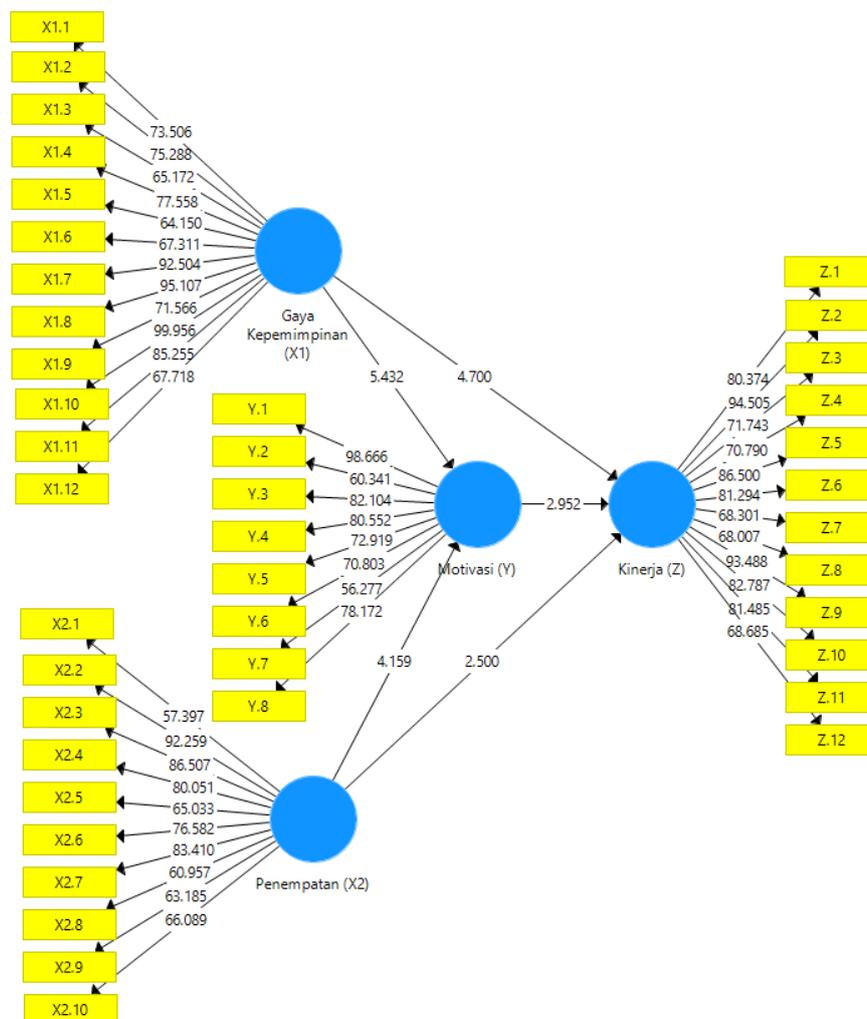
Model evaluation in PLS begins by observing the R-Square values for each latent dependent variable (Creswell & Creswell, 2018). Table 4.10 shows the R-Square estimation results obtained using SmartPLS 3.

Table 3. R-Square Value

Variabel	R-Square
Motivation (Y)	0.985
Employee Performance (Z)	0.986

Source: Smart PLS 3 (2024)

Table 3 reveals that the R-square value for motivation stands at 98.5 percent, while for employee performance, it is 98.6 percent, suggesting a strong impact of leadership style and placement on both motivation and employee performance. The inner model was assessed using bootstrapping, which provided the R-square determination coefficient, Q-square, and hypothesis testing results. With a Q-square value of 0.9992, the model demonstrates its effectiveness in explaining the endogenous variables, as this value exceeds 0. To validate the conceptual model, structural model testing was performed by analyzing the path coefficients, which helped in determining the significance and strength of the relationships between the variables and in testing the hypotheses.



Source: SmartPLS 3 (2024)

Figure 2. Bootstrapping

To understand the structural model in this study, refer to the following table:

Table 4. R-Square Value

Path Coefficient	Value
Leadership Style (X1) -> Motivation (Y)	0.564
Placement (X2) -> Motivation (Y)	0.431
Leadership Style (X1) -> Performance (Z)	0.426
Placement (X2) -> Performance (Z)	0.262
Motivation (Y) -> Performance (Z)	0.308
Leadership Style (X1) -> Motivation (Y) -> Performance (Z)	0.174
Placement (X2) -> Motivation (Y) -> Performance (Z)	0.133

Source: Smart PLS 3 (2024)

The analysis of path coefficients in Table 4 reveals that leadership style directly enhances motivation by 56.4%, and employee placement positively affects motivation by 43.1%. Leadership style also directly impacts performance positively by 42.6%, and placement positively affects performance by 26.2%. Motivation itself contributes positively to performance improvement by 30.8%. Indirectly, leadership style influences performance through motivation by 17.4%, and placement indirectly impacts performance through motivation by 13.3%. All these influences are positive.

Hypothesis testing is a statistical step aimed at determining whether sample data is strong enough to reject the null hypothesis about a population. This procedure aids in determining the validity of a statement or claim based on the data collected. In this research, hypothesis testing encompasses the analysis of both direct and indirect effects. The results of the structural model testing are displayed in Table 5.

Table 5. Testing the Direct Effect Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Motivation (Y)	0.564	0.562	0.104	5.432	0.000
Placement (X2) -> Motivation (Y)	0.431	0.433	0.104	4.159	0.000
Leadership Style (X1) -> Performance (Z)	0.426	0.422	0.091	4.700	0.000
Placement (X2) -> Performance (Z)	0.262	0.266	0.105	2.500	0.013
Motivation (Y) -> Performance (Z)	0.308	0.309	0.104	2.952	0.003

Source: Smart PLS 3 (2024)

The results from the direct effect testing in Table 5 reveal that leadership style has a strong and significant positive impact on motivation, with a path coefficient of 0.564 and a t-statistic of 5.432. Similarly, placement positively influences motivation, indicated by a path coefficient of 0.431 and a t-statistic of 4.159. Leadership style also significantly enhances employee performance, as shown by a path coefficient of 0.426 and a t-statistic of 4.700, while effective placement further boosts performance with a path coefficient of 0.262 and a t-statistic of 2.500. Additionally, motivation positively affects employee performance, supported by a path coefficient of 0.308 and a t-statistic of 2.952.

Table 6. Indirrect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
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Leadership style (X1) -> Motivation (Y) -> Employee Performance (Z)	0.174	0.175	0.071	2.449	0.015
Placement (X2) -> Motivation (Y) -> Employee Performance (Z)	0.133	0.132	0.053	2.525	0.012

Source: Smart PLS 3 (2024)

The hypothesis testing results indicate that leadership style has a positive and significant effect on employee performance through motivation, with a path coefficient of 0.174, a t-statistic of $2.449 > 1.96$, and a p-value of $0.015 < 0.05$. Similarly, placement positively and significantly influences employee performance via motivation, shown by a path coefficient of 0.133, a t-statistic of $2.525 > 1.96$, and a p-value of $0.012 < 0.05$. Both variables significantly enhance employee performance when mediated by motivation.

Discussion

1. Description of Leadership Style, Placement, Motivation and Performance of Employees at the Regional Office of the Jambi Province National Land Agency

The results of the questionnaire regarding leadership style indicate that the total score for leadership style is 3051, which falls into the good category. For the placement variable, employee placement at the Regional Office of the National Land Agency in Jambi Province is also rated as good, with a score of 2550. The motivation variable shows a score of 2044, categorized as high. Meanwhile, the employee performance variable records a score of 3036, also in the high category.

2. The Influence of Leadership Style on Motivation

The research results show that leadership style has a positive and significant impact on motivation, aligning with the findings of (Fauzi & Deswarta, 2024) and Kartono's (2018) theory. Kartono states that work motivation can increase if a leader can build good communication, provide encouragement, and create a satisfying work environment. This influence occurs because the leader holds authority in the organization but is also open to subordinate input, fosters collaboration, and provides opportunities for employees to participate in decision-making. This motivates employees to set targets, maintain quality standards, take responsibility for their work, and feel driven to lead and represent the organization.

3. The Effect of Placement on Motivation

The research findings indicate that proper employee placement positively and significantly influences work motivation. These findings are consistent with the opinion of (Cakra, 2020), who states that placement that matches employees' education, skills, and experience can increase their motivation. This positive influence occurs because employees feel that their positions align with their educational background and skills, whether mental, social, or physical. Deep experience and understanding of the job also make employees more responsible, set quality standards, and stay motivated to achieve targets. They also tend to build good relationships at work, are not hesitant to ask questions when facing obstacles, and feel encouraged to lead and become positive representatives for the organization.

4. The Influence of Leadership Style on Employee Performance

The research results indicate that leadership style has a positive and significant influence on employee performance, consistent with the findings of (Sadapu et al., 2023). This influence occurs because leaders tend to have absolute authority within the organization,

although there is collaboration and delegation of authority to subordinates. Employees feel involved in the decision-making process, which increases their focus on the quality and quantity of work, their ability to complete tasks well and on time, and their utilization of office facilities. Good collaboration with colleagues and supervisors also supports target achievement, and employees regularly monitor and evaluate their work to ensure high standards are met.

5. The Effect of Placement on Employee Performance

The research results show that employee placement has a positive and significant impact on employee performance, in line with the findings of (Bahri et al., 2022). This impact is due to placements that align with employees' educational backgrounds and skills, supported by relevant non-formal education. Employees who understand the rules and concepts of the job well, possess adequate mental, physical, and social skills, and have relevant experience are more likely to complete tasks quickly and accurately, maintain cleanliness and order in their work, and meet the targets given. They also make good use of office facilities, collaborate well with colleagues, and regularly evaluate their work to ensure high quality.

6. The Influence of Motivation on Employee Performance

The research results show that motivation has a positive and significant influence on employee performance, in line with the findings of (Ahmad Syauqi & Tomi Riyadi, 2023). This influence is evident because motivated employees tend to set high targets and quality standards in their work, feel responsible for the tasks they receive, and actively study and understand the risks associated with their jobs. They also do not hesitate to ask for help, build good relationships with colleagues, and are driven to take on leadership roles and represent the department. Additionally, motivated employees tend to maintain the cleanliness and orderliness of the workplace, make good use of office facilities, complete tasks quickly and accurately, and regularly evaluate their work to ensure quality and efficiency.

7. The Influence of Leadership Style on Employee Performance Through Motivation

The research findings show that leadership style has a positive and significant impact on employee performance through motivation. This influence occurs because leaders, while having absolute authority in the organization, often delegate authority to subordinates and are sometimes open to their input. Collaboration between leaders and subordinates in decision-making, along with opportunities for subordinates to provide suggestions, encourages employees to set targets, maintain quality standards, and take responsibility for their work. Motivated employees are also more proactive in overcoming obstacles, build good relationships with colleagues, and actively participate in the organization, which overall enhances their performance.

8. The Effect of Placement on Employee Performance Through Motivation

The research results indicate that employee placement has a positive and significant impact on performance through motivation. This influence occurs because the positions held align with employees' educational backgrounds and skills, both formal and non-formal. Employees who understand the concepts and rules of the job well, and who possess appropriate mental, physical, and social skills, are better able to set targets, maintain quality standards, and take responsibility for their tasks. Deep experience and understanding of the job also encourage employees to be active in the organization, collaborate with colleagues,

and continually seek ways to overcome obstacles, which ultimately improves their performance.

CONCLUSION

This study has demonstrated that leadership style and employee placement significantly influence work motivation, which in turn positively impacts the performance of civil servants at the Regional Office of the National Land Agency of Jambi Province. These findings underscore the importance of implementing a democratic and participative leadership style, where leaders not only hold full authority but also provide room for input from subordinates and encourage collaboration. With effective communication and a supportive work environment, employee motivation can be significantly enhanced. Appropriate employee placement also plays a crucial role in boosting work motivation. Employees who are placed in positions that align with their educational background, skills, and experience tend to feel more satisfied with their roles and are motivated to achieve set targets. This suggests that strategic placement not only increases motivation but also directly contributes to improving employee performance, as they are more capable of completing tasks efficiently and on time.

High motivation has been proven to be a key factor in improving employee performance. Motivated employees are more likely to set high-quality standards, take responsibility for the tasks assigned to them, and be proactive in overcoming challenges in the workplace. Additionally, high motivation encourages employees to take an active role in the organization, build good working relationships, and participate in decision-making, all of which contribute to overall improvements in individual and team performance. Both leadership style and proper placement are essential elements in creating a work environment that supports high motivation and performance among civil servants. By focusing on these factors, the Regional Office of the National Land Agency of Jambi Province can continue to enhance its operational efficiency and effectiveness, ultimately contributing to the achievement of the organization's overall goals.

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