

The Influence of Situational Leadership and Motivation on the Performance of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency

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ABSTRACT

This study aims to analyze the influence of situational leadership and motivation on the performance of State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. This study uses a quantitative method with multiple linear regression analysis. The research sample consisted of 198 respondents from a total population of 248 civil servants. The research results show that both situational leadership and motivation significantly affect the performance of ASN. Adaptive situational leadership can motivate ASN, improve communication, and create a productive work environment. Motivation, both intrinsic and extrinsic, has also been proven to improve the performance of ASN. This study recommends that the relevant agencies develop responsive leadership strategies and enhance the motivation of civil servants to achieve optimal performance. Thus, the quality of public services and the achievement of organizational goals can be improved.

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INTRODUCTION

The performance of the State Civil Apparatus (ASN) is one of the key factors in achieving development goals and effective public services. In Indonesia, ASN plays a strategic role in implementing government policies, including at the Manpower, Transmigration, and Population Office of Central Sumba Regency. The performance of ASN greatly influences the achievement of regional development goals. Therefore, a deep understanding of the factors influencing the performance of ASN becomes very important. These factors can include training opportunities, motivation levels, and the organizational culture within the government institutions. By addressing these elements, local governments can enhance the efficiency and effectiveness of their civil servants, ultimately leading to improved service delivery and community satisfaction.

One of the significant factors in improving the performance of ASN is leadership. Leadership is an important factor in an organization because a leader can influence various aspects of their members, such as morale, motivation, job satisfaction, quality of work life, and performance (Handoko, 2001). Leadership is a key element in the effectiveness of an organization. Leadership involves the development of closer relationships between leaders and their followers, not just a mere agreement but rather one based on trust and commitment. So, with the increasingly complex and competitive organizational environment, it demands the

readiness of leaders to ensure the company survives (Berg and Baron, 2000). These leadership concepts emphasize that each leader has their own leadership style in leading the organization. Understanding these styles is crucial, as they can significantly influence team dynamics and overall productivity. By recognizing the unique strengths and weaknesses of each approach, organizations can better align their leadership practices with their strategic goals.

In organizational theory, there are various types or styles of leadership, and one of them is situational leadership. Situational leadership emphasizes the importance of adjusting leadership styles to the situation and the needs of the individuals being led. In a dynamic work environment, leaders who can adapt their leadership approach according to the conditions and characteristics of their members can enhance team effectiveness and drive better performance. Leadership that is responsive to the situation and needs of the organization can enhance job satisfaction, motivation, and organizational commitment, which in turn contributes to the improvement of individual and group performance (O'Leary & Elizabeth, 2001). By fostering an environment where team members feel valued and understood, leaders not only promote collaboration but also encourage innovation. This adaptability ultimately leads to a more resilient organization capable of navigating challenges and seizing new opportunities.

Another factor that can affect performance is motivation. Motivation is an internal factor that drives individuals to behave and perform. Motivation theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, explain that high motivation can enhance productivity and performance (Robbins, 2002). Motivation is defined as an intrinsic drive that encourages individuals to perform their tasks with dedication and efficiency in order to achieve organizational goals (Trio et al., 2023). Motivation is a crucial element for every individual in the effort to achieve the targets set in the context of work. With the presence of work motivation, individuals will be more enthusiastic and have significant drive to influence their performance. Improving employee performance has become one of the strategies consistently pursued by organizations to achieve their desired goals.

In the context of ASN, performance is measured based on the execution of functions in accordance with the responsibilities undertaken and the achievements produced in terms of both quality and quantity. These are important indicators in performance evaluation. Several factors that play a role in employee performance evaluation include work quantity, work quality, knowledge of assigned tasks, and effective activity planning. Additionally, feedback mechanisms and regular performance reviews are essential in fostering an environment where employees can thrive. By providing constructive criticism and recognizing achievements, organizations can motivate their workforce to enhance their overall productivity and engagement.

Central Sumba Regency, as a developing region, faces various challenges in improving the performance of ASN. One of the main challenges is the lack of understanding about the importance of adaptive leadership and effective motivation in the context of public service. This can result in low performance of ASN, which in turn negatively impacts the quality of service to the community. Situational leadership, which refers to the leader's ability to adjust their leadership style according to the conditions and needs of the team, has the potential to create a supportive work environment. However, in practice, the implementation of situational leadership is not fully effective, leading to dissatisfaction and low motivation among ASN at the Department of Labor, Transmigration, and Population. This can contribute to the gap between the expected performance and the actual performance achieved. On the other hand, motivation as a driving factor for individuals in carrying out tasks also plays an important role in determining the performance of ASN in the Department of Labor, Transmigration, and Population. Although there have been efforts to increase motivation through various programs and incentives, the reality on the ground shows that not all ASN in the Department of Manpower, Transmigration, and Population feel the positive impact of these initiatives. This phenomenon creates a striking gap between the expected level of motivation and the actual level of motivation felt.

The urgency of this research is increasing considering the important role of civil servants in achieving regional development goals. In the era of regional autonomy, civil servants are required to be more responsive and innovative in providing services to the community. Therefore, leaders who can implement situational leadership and create an environment that motivates employees are highly needed. In addition, this research is also relevant in the context of government policies that emphasize the importance of

improving the quality of public services. In the National Medium-Term Development Plan (RPJMN), the government targets the improvement of public service quality as one of its main priorities. Therefore, this research is expected to provide useful recommendations for policymakers at the regional level. In the context of the Department of Labor, Transmigration, and Population, the performance of ASN greatly influences programs related to labor, transmigration, and population management. These programs have a direct impact on community welfare, so it is important to ensure that the ASN involved in these programs performs optimally.

Through this research, it is expected that the factors influencing the performance of ASN can be identified, as well as how situational leadership and motivation can be optimized to improve that performance. The results of this research are expected to serve as a reference for human resource management in the government environment, particularly in Central Sumba Regency. Specifically, this research not only has academic value but also significant practical implications. It is hoped that the results of this research can provide new insights for leaders in the Department of Labor, Transmigration, and Population in managing employees and improving their performance. In addition, this research can also serve as a reference for future studies related to leadership and motivation in the context of governance, while in general, this research is expected to make a significant contribution to the development of theory and practice in the field of human resource management, particularly in the context of public service in Indonesia. By understanding the influence of situational leadership and motivation on the performance of ASN, it is hoped that a more professional, responsive, and high-quality ASN can be created in providing services to the community.

LITERATURE REVIEW

Situational Leadership

Situational leadership is an approach that emphasizes the importance of a leader's flexibility in adjusting their leadership style to the situation and the needs of their followers. Northouse (2013) explains that situational leadership involves four leadership styles, namely directing, coaching, supporting, and delegating, which can be applied according to the readiness and ability levels of subordinates. Graeff (1997), in his research, shows that leaders who can adjust their leadership style to the situations they face tend to produce better performance within the organization. In the context of the State Civil Apparatus (ASN), situational leadership can play an important role in improving employee performance by providing appropriate support and motivating them to achieve organizational goals.

The situational leadership variable is measured with 4 indicators according to Blanchard (2008) and used in previous research by Chen and Silverthorne (2005), namely:

1. Directing
2. Coaching
3. Supporting
4. Delegating

Motivation

Motivation is a key factor that influences individual performance in an organization. Motivation theories, such as Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory, explain that individual needs can influence their level of motivation. Motivated employees tend to show better performance because they feel valued and have clear goals in their work (Robinson & Judge, 2013). Deci and Ryan's (2000) research also emphasizes the importance of intrinsic and extrinsic motivation in improving performance. In the context of civil servants, understanding the factors that influence employee motivation is crucial for creating a productive and efficient work environment.

The work motivation variable is measured with 5 indicators according to Maslow's hierarchy of needs theory (Robbins, 2002), namely:

1. Physiological needs

- 2. Safety and security needs
- 3. Social needs
- 4. Esteem needs
- 5. Self-actualization needs

Employee Performance

Employee performance is the result of activities carried out by individuals within an organization, which can be measured through various indicators, including productivity, work quality, and customer satisfaction. According to Robbins (2022), employee performance encompasses behaviors relevant to the organization's goals and can be influenced by various factors, including ability, motivation, and work environment. In the context of this research, the performance of the State Civil Apparatus (ASN) can be measured through various indicators, including productivity, service quality, and public satisfaction. According to Law Number 5 of 2014 concerning the State Civil Apparatus, the performance of ASN must reflect professionalism, accountability, and transparency. The performance of ASN is influenced by various factors, including leadership, motivation, and work environment (Infaindan et al., 2024).

Employee performance variables are measured with 6 indicators according to Bernardin and Russel (1993) used to measure performance employees, namely:

- 1. Work quality
- 2. Quantity of work
- 3. Time required
- 4. Resource effectiveness
- 5. The need for supervision
- 6. Impact on personality

The Relationship Between Situational Leadership, Motivation, and Performance

Several studies have shown a positive relationship between situational leadership and motivation towards performance. For example, research by Yukl (2010) indicates that adaptive leaders can enhance subordinates' motivation, which in turn positively impacts performance. Additionally, research by Judge and Piccolo (2004) found that effective leadership contributes to the improvement of individual motivation and performance within organizations. Thus, there is a strong theoretical foundation to explore the influence of situational leadership and motivation on the performance of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

Adapun hipotesis dari penelitian ini sebagai berikut:

- H_0 : There is no significant partial effect between situational leadership (X1) and performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.
- H_1 : There is a significant partial influence between situational leadership (X1) and the performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.
- H_0 : There is no significant partial influence between motivation (X2) and performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.
- H_2 : There is a significant partial influence between motivation (X2) and performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.
- H_0 : There is no significant simultaneous influence between situational leadership (X1) and motivation (X2) on the performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.
- H_3 : There is a significant simultaneous influence between situational leadership (X1) and motivation (X2) on the performance (Y) of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

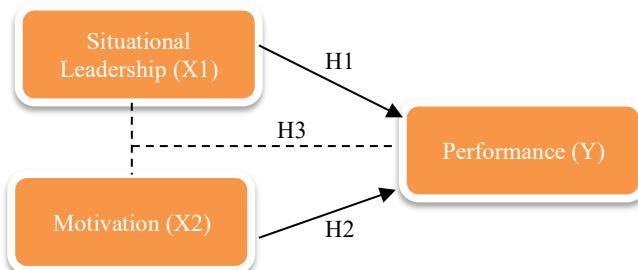


Figure 1. Research Framework

RESEARCH METHOD

Types and Methods

This research is associative in nature, aiming to identify the relationship or influence between two or more variables. The method used is quantitative, where quantitative research involves the collection of data in numerical form to obtain information about the topic being studied (Sugiyono, 2020).

Variable

According to Siregar (2016), a variable is a concept that can have various values, both quantitative and qualitative, that can change. Sekaran (2006) also defines a variable as the object of research or the main focus of a study. In this study, there are two independent variables, namely situational leadership (X1) and motivation (X2), while the dependent variable being examined is performance (Y).

Population

According to Sugiyono (2020), a population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and concluded. Sekaran (2006) also states that the population refers to the entire group of people, events, or things that are the focus of the research. In this study, the population being examined is all civil servants (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency, totaling 248 people.

Sample

Sugiyono (2020) explains that a sample is a part of the number and characteristics possessed by the population. To determine the sample size from the population, the Slovin formula was used, resulting in a sample of 71 people. The number of samples was obtained with the following calculation:

$$n = \frac{N}{1+Ne^2} \quad n = \frac{248}{1+248(0.1)^2} = 71,26$$

Explanation:

n : Sample Size

N: Population Size

e : Tolerated Error Rate

Data Analysis

The data analysis techniques applied in this study include descriptive statistical analysis and multiple linear regression analysis. The data obtained were processed using the SPSS 25 program.

RESULTS AND DISCUSSIONS

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence between independent variables and the dependent variable, specifically between transformational leadership (X1) and work motivation (X2) on performance (Y). The results of the multiple linear regression analysis using the SPSS 25 program produced the following model:

$$Y = 0,301 + 0,728X_1 + 0,513X_2$$

The model above has the following meaning:

1. The regression model constant shows a value of Y equal to 0.301 when the situational leadership variable (X1) and the motivation variable (X2) are both equal to 0.
2. The regression coefficient for the situational leadership variable (X1) is 0.728. This explains that every increase in transformational leadership (X1) by one unit, while keeping motivation (X2) constant, will result in an increase in performance (Y).
3. The regression coefficient for the motivation variable (X2) is 0.513. This explains that every increase in motivation (X2) by one unit, while situational leadership (X1) remains constant, will result in an increase in performance (Y).

T-Test

The t-test or regression coefficient test is used to determine whether there is a partial or individual effect of the independent variable on the dependent variable (Sugiyono, 2020). In this study, the t-test was conducted using the SPSS 25 program. The criterion used is that if $t_{calculated} > t_{table}$ or $sig < \alpha = 0.05$, then H^0 is rejected and H^a is accepted, which means there is a partial influence between the situational leadership variable (X1) and the motivation variable (X2) on the performance variable (Y). Conversely, if $t_{calculated} < t_{table}$ or $sig > \alpha = 0.05$, then H^0 is accepted and H^a is rejected, which means there is no partial influence between the situational leadership variable (X1) or the motivation variable (X2) on the performance variable (Y). Determining the t-table using the formula “ $df = n - K - 1$ ” (n: number of respondents and K: number of independent variables). Thus, $df = 198 - 2 - 1 = 195$. The t-table value for 195 is 1.652.

Table 1. T-Test Result.

Model	Coefficients ^a			t	Sig
	Unstandardized Coefficients	Standardized Coefficients	Beta		
(Constant)	2.413	1.225		2.696	0.00
1 Situational Leadership	.244	.083	.239	3.642	0.01
Motivation	.258	.075	.203	3.417	0.01

a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

From table 1 above, it can be seen that the t-statistic value of the situational leadership variable (X1) is $3.642 >$ the t-table value of 1.652, and the situational leadership variable (X1) has a sig value ($0.00 < \alpha$ (0.05)). Thus, it can be understood that the situational leadership variable (X1) partially affects the performance variable (Y).

Next, from Table 1 above, it can be seen that the t-statistic value of the motivation variable (X2) is $3.417 >$ the t-table value of 1.652, and the motivation variable (X2) has a sig value ($0.01 < \alpha (0.05)$). Thus, it can be understood that the motivation variable (X2) partially affects the performance variable (Y).

F-Test

The f-test is intended to determine whether there is an effect the influence of independent variables together with dependent variable. This test is also referred to as the test model feasibility, or more commonly known as the test simultaneous model. This test identifies the regression model that is estimated to be feasible

or not. Feasible here meansmodel that is estimated to be suitable for explainingthe influence of independent variables on the dependent variable (Sugiyono, 2020).

The decision-making criteria for the f-test in this study are that if the F-calculated > F-table or sig < $\alpha = 0.05$, then H^0 is rejected and H^a is accepted. In other words, there is an influence between the situational leadership variable (X1) and the motivation variable (X2) together or simultaneously on the performance variable (Y). Conversely, if the f-calculated < f-table or sig > $\alpha = 0.05$, then H^0 is accepted and H^a is rejected. In other words, there is no influence between the situational leadership variable (X1) and the motivation variable (X2) together or simultaneously on the performance variable (Y).

Table 2. F-Test Result.

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4263.989	2	2131.995	122.291
	Residual	2615.070	150	17.434	
	Total	6879.059	152		

a. Predictors: (Constant), Motivation, Situational Leadership

b. Dependent Variable: Performance

Source: Primary Data Processed, 2024

From table 2 above, it can be seen that the calculated f-value (122.291) > the table f-value (3.04) and sig (0.00) > α (0.05). This explains that the situational leadership variable (X1) and the motivation variable (X2), together or simultaneously, have an effect on the performance variable (Y).

Coefficient of Determination (R Square)

R-squared, commonly known as the coefficient of determination, is a statistical measure used in regression analysis to determine how well the regression model explains the variance of the dependent variable based on the independent variable.

Table 3. R Square Result.

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.261 ^a	.068	.042	1.635

a. Predictors: Situational Leadership, Motivation

b. Dependent Variable: Prefotmance

Source: Primary Data Processed, 2024

The R-squared value is 0.62, or 62%. This indicates that situational leadership and motivation are significant predictors in explaining the performance of ASN at the Manpower, Transmigration, and Population Office of Central Sumba Regency. Thus, the relevant agencies can use these findings to develop more responsive leadership strategies and more effective motivation programs so that the performance of ASN can be improved and public services can become better. Thus, the relevant agencies can use these findings to develop more responsive leadership strategies and more effective motivation programs, thereby improving the performance of civil servants and enhancing public services.

The Influence of Situational Leadership on the Performance of State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

The results of the research through partial tests indicate that situational leadership plays an important role in improving the performance of the State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. This explains that an adaptive leadership style can motivate employees, improve communication, and create a productive work environment. This result is in line with the research by Untari et al. (2015), which explains that situational leadership significantly contributes to

performance; in other words, effective leadership is closely related to the improvement of employee performance.

Thus, the proper implementation of situational leadership in the Department of Labor, Transmigration, and Population can be an effective strategy to improve the performance of ASN, which in turn will have a positive impact on public services and the achievement of organizational goals. By fostering a leadership style that adapts to the needs of employees, the department can create a more motivated workforce. This adaptability not only enhances individual performance but also promotes a culture of continuous improvement within the organization.

The Influence of Motivation on the Performance of Civil Servants (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

The results of the research through partial tests also show a significant influence of motivation on the performance of State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. This explains that work motivation, both intrinsic and extrinsic, positively contributes to the improvement of employee performance. This is in line with the findings of Simarmata's research (2024), which explains that motivation is a key factor influencing employee performance within an organization. There are two commonly known types of motivation, namely intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual, such as personal satisfaction, a sense of achievement, and interest in the work being done. When employees feel inspired and emotionally engaged in their tasks, they tend to show better performance. Employees with high intrinsic motivation will be more proactive in completing tasks, innovating, and positively contributing to the organization's goals.

On the other hand, extrinsic motivation relates to external factors that influence employee behavior, such as financial rewards, recognition, and promotions. When employees receive rewards or incentives for their performance, it can encourage them to work harder and achieve better results. The explanation shows that a combination of intrinsic and extrinsic motivation can create a productive work environment, where employees feel valued and motivated to give their best.

Thus, the Manpower, Transmigration, and Population Agency of Central Sumba Regency needs to design strategies that can enhance both types of motivation to achieve optimal employee performance through career development, rewards, and a supportive work environment.

The Influence of Situational Leadership and Motivation on the Performance of Civil Servants (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

The Influence of Situational Leadership and Motivation on the Performance of Civil Servants (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. This is explained by Untari et al. (2015), who show that situational leadership, an adaptive leadership style, is able to adjust to the needs of employees, thereby increasing their motivation and, ultimately, their performance in the organization.

Adaptive situational leadership and motivation have a significant impact on the performance of ASN. By understanding and applying these principles, organizations can enhance effectiveness and efficiency in public service. The results of this study also emphasize the importance of developing responsive leadership and a supportive work environment to achieve optimal performance.

CONCLUSION

This study shows that situational leadership and motivation have a significant impact on the performance of the State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. The analysis results show that adaptive situational leadership plays an important role in improving the performance of civil servants (ASN) at the Manpower, Transmigration, and Population Agency of Central Sumba Regency by motivating employees, improving communication, and creating a productive work environment.

Both intrinsic and extrinsic motivations have been proven to positively contribute to the performance of the State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency. Intrinsic motivation that comes from within the ASN, as well as extrinsic motivation related to external factors such as rewards and recognition, both play an important role in creating a productive work environment. Therefore, the Manpower, Transmigration, and Population Agency of Central Sumba Regency needs to design strategies that can enhance both types of motivation.

Overall, the implementation of responsive situational leadership and motivation enhancement can improve the effectiveness and efficiency of public services, as well as optimally achieve organizational goals. This research emphasizes the importance of developing responsive leadership and a supportive work environment to achieve optimal performance of the State Civil Apparatus (ASN) at the Manpower, Transmigration, and Population Office of Central Sumba Regency.

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I hope the results of this research can provide a positive contribution to the development of human resource quality and the improvement of ASN performance within the Department of Labor, Transmigration, and Population of Central Sumba Regency.

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