

Determinants of Government Employee Performance: Study in Agriculture and Plantation Institution of Aceh Province

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| ARTICLE INFO | ABSTRACT |
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| Published Online: 23 January 2019 | This study aims to identify the factors form the government employee performance. The research is conducted in the Institution of Agriculture and Plantation of Aceh Province, in the year 2018. Based on the literature and its gaps can be identified the factors are organizational communication and leadership style. The cross-sectional data is used, and the methods of data analysis in this study is multiple linear regression, with the number of respondent as many as 100 employees chosen by stratified proportional random sampling technique. The result shows that the variables of organizational communication and leadership style have partially significant effect on the performance of employees. This finding implies that the institution needs to take consideration in organizational communication and leadership style. The limitation of this study is in the amount of variables that are only three, and only focuses in one object. The findings of this research are the new ones, by developing the previous theory, using the new place and time. |
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| KEYWORDS: employee performance, organizational communication and leadership style | |

I. Introduction

The success or failure of the performance of the organization is determined by the implementation of their program to achieve the goals. But the goals set are often not noticed by the leader, unless it is very bad or everything went awry. The phenomenon suggests that too many leaders do not know how their organization performance has degenerated so that the institution their lead faces a serious crisis. Based on the preliminary research, this situation meets the Institution of Agriculture and Plantation of Aceh Province. The warning sign sent for their leader because their organization performance slumped. Other than that, it was found that the performance of their staff is still low. The problem of low employee performance is caused by their lack of discipline in their work, such as there are employees often leave the office at certain hours when their leader is not in the office. According to Veithzal (2004) without good employee discipline, it is difficult for companies to achieve optimal performance results. According to Mitchell (1978) performance indicators are: 1) quality of work; 2) communication; 3) promptness; 4) capability ; 5) initiative. The next problem is that there are still employees who work on tasks not in accordance with the time and targets that have been agreed and there are still employees who attend but do not perform the tasks that have been given. This phenomenon reflects the lower employee performance.

According to Robbins (2006) the level of worker performance depends on the ability of the workers themselves such as the level of education, knowledge, experience, which with the higher level of ability will have a higher performance, otherwise if the ability of workers is low it will have lower performance as well.

The low performance of employees of the Institution of Agriculture and Plantation of Aceh Province is also caused by poor communication between the head of agencies and their employees. The results of preliminary research, found that their communication between the leadership and employees is still very bad. Poor communication leads to poor performance. The existence of poor communication causes employees can not perform their duties and responsibilities correctly and will adversely affect the performance of employees. According to Lee and Scott, in Nebo., At., Al., (2015) states that most organizational conflicts are the result of poor communication. According to Kramer (1999) poor communication resulted in low employee commitment to the organization. Reduced employee commitment will lead to low organizational performance. According to Pace, Wayne and Faules (2013) in the organization talking about information that moves from the higher authorities to the lower authorities, indicator of organizational communication is divided into : 1) downward communication; 2) upward communication; 3)

horizontal communication; 4) cross-channel communication; 5) informal / personal.

In addition to communication, leadership style is also very instrumental in improving employee performance. According to Robbins (2006) leadership style has a direct relationship to employee performance. Based on the preliminary research was found that the leadership style oriented to task and leadership style oriented to human relationship are applied very low in the institution of Agriculture and Plantation of Aceh Province. This model of leader is more likely to the model of laissez faire leader that has no confidence in his leadership ability. He does not get a goal for the group and the decision making is done by anyone in the group who is willing to accept it. Under laissez faire leadership style, productivity is generally low and work is careless. The group has little interest of the work and generally in low spirit of team work (Levin in Ukaidi, 2016).

According to Heurieglet in Ukaidi (2016) some organizations today have leadership and style issues that will be adopted in leading employees. Over the years, organizations have faced bureaucratic leadership, consequently many leadership ideas affect the general effectiveness of organizational productivity. Leadership has a characteristic that sets it apart as a dynamic symbolic movement whereby every employee looks up for adjustment when necessary. This characteristic explains the vital sensitivity and position of the right leader within the organization. The absence of effective leadership is a serious problem that is endemic in many organizations. It is clear that it provides a poor staff performance, lack of motivation, poor growth and institutional development. James, et al (2013) says leadership style is the way leaders in directing, influencing others to do a job in order to achieve a particular purpose. He measured the leadership style using few indicators, that are : 1) leadership attitude; 2) the courage to accept the risk; 3) the accuracy of delegation of authority; 4) lead ability; 5) a visionary.

Based on the above discussion, it can be formulated hypothesis formulation as follows:

H1: Organizational Communication affect on Employee Performance

H2: Leadership Style has an effect on Employee Performance

III. Result

Table 1. Validity Test

| Questioner | Variable | Correlation Coefficient | Critical Value (N=100) | Remark |
|------------|-----------------|-------------------------|------------------------|--------|
| a1 | Y = Performance | 0.808 | 0.195 | Valid |
| a2 | | 0.895 | 0.195 | Valid |
| a3 | | 0.917 | 0.195 | Valid |
| a4 | | 0.883 | 0.195 | Valid |
| a5 | | 0.815 | 0.195 | Valid |

II. Method

In this research, there are three variables to be measured with its indicators that has been constructed by researcher, are : 1) performance (Y), consists of : a1) quality of work; a2) communication; a3) promptness; a4) capability ; a5) initiative.;2) organizational communication (X1), consists of : b1) downward communication; b2) upward communication; b3) horizontal communication; b4) cross-channel communication; b5) informal / personal.; and 3) leadership style (X2), consists of : c1) leadership attitude; c2) the courage to accept the risk; c3) the accuracy of delegation of authority; c4) lead ability; c5) a visionary.

The type of research used is quantitative research. According to Babbie (2010), quantitative research can be described as the involve of numerical data collection and as a presentation of the relationship between theory and research as a deductive and objective conception of social reality, with a preference for a shared science approach. The advantages of using quantitative methods are the examination of variables, and the ability to generalize the sample results to a larger sample or population (Chintaman, 2014).

This research was conducted at the Institution of Agriculture and Plantation of Aceh Province. The population of this research is the employee. The sampling technique used is stratified proportional random sampling because it can represent heterogeneous and level subpopulations. In stratified proportional random sampling this sample is taken by seeing the levels in the population. The random technique uses the lottery. The lottery is named the employees and then randomized and selected according to the desired sample. In this heterogeneous population the sample was taken proportionately to obtain the number of samples that capable of representing each subpopulation (Sekaran and Bougie, 2009).

The selected respondents are the employees who are expected to answer questions related. In this study the researchers set a sample of 100 employees who are set to be respondents. This number is considered to represent the results of the study because it has been qualified as a large sample. Large samples are samples larger than 30 and less than 500 (Roscoe, 1975).

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|----|-----------------------------------|-------|-------|-------|
| b1 | X1 = Organizational Communication | 0.708 | 0.195 | Valid |
| b2 | | 0.795 | 0.195 | Valid |
| b3 | | 0.800 | 0.195 | Valid |
| b4 | | 0.790 | 0.195 | Valid |
| b5 | | 0.693 | 0.195 | Valid |
| c1 | X2 = Leadership Style | 0.845 | 0.195 | Valid |
| c2 | | 0.890 | 0.195 | Valid |
| c3 | | 0.744 | 0.195 | Valid |
| c4 | | 0.822 | 0.195 | Valid |
| c5 | | 0.822 | 0.195 | Valid |

Source : primary data, 2018 (processed)

Based on the table it is found that all variables and measuring instruments used in the study have a value of correlation coefficient greater than the critical value $r_{\alpha = 5\%}$ of 0.195. This means that all research instruments have

significant internal consistency validity in measuring the measured aspect. This means that all data obtained is valid and can be used for research.

Table 2. Reliability Test

| No. | Variable | Number of Indicator | Alpha | Remark |
|-----|-----------------------------------|---------------------|-------|----------|
| 1. | Performance (Y) | 5 | 0,913 | Reliable |
| 2. | Organizational Communication (X1) | 5 | 0,809 | Reliable |
| 3. | Leadership Style (X2) | 5 | 0,916 | Reliable |

Source : primary data, 2018 (processed).

Based on the above table, it can be explained about the reliability of each variable used in this study. For the performance variable (Y), the value of alpha is 91.3%,

organizational communication variable (X1) obtained by alpha value equal to 80.9%, and leadership style (X2) variable is 91.6%.

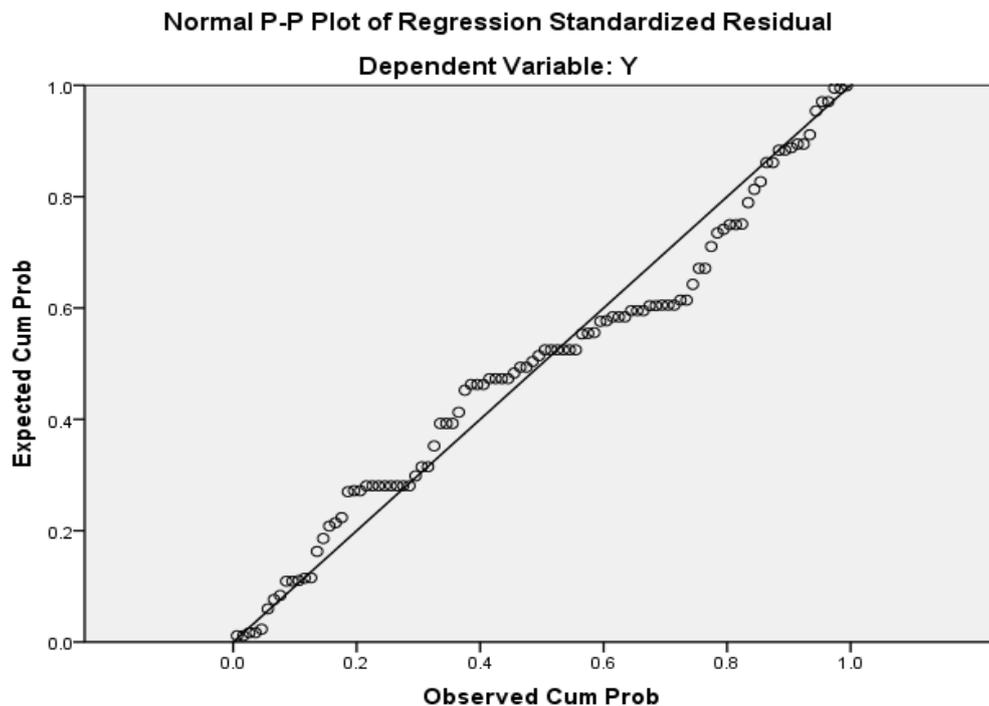


Figure 1. Normality Test

Based on the normal picture of the P-P plot in the figure above shows the standardized residual distribution in the

range of the diagonal line. Can be seen also based on the picture that the existing data spread to all parts of the curve, so it can be concluded the data has a normal distribution.

Table 3. Multicollinearity Test

| Dependent Variable | Collineary Statistics | | Remark |
|------------------------------|-----------------------|-------|----------------------|
| | Tolerance | VIF | |
| Organizational Communication | 0.579 | 1.728 | No Multicollinearity |
| Leadership Style | 0.579 | 1.728 | No Multicollinearity |

Source : primary data, 2018 (processed).

The result of multicollinearity test shows that all independent variables the VIF <10 and the tolerance > 0.10

so that it can be concluded that independent variables consisting of organizational communication and leadership style have been free from multicollinearity problem

Table 4. Multiple Regression

| Name Variabel | Unstandardized Coefficient B | Unstandardized Coefficient B | Standard Error | t _{count} | t _{table} | Sig. |
|--|------------------------------|------------------------------|--|--------------------|--------------------|-------|
| Constant | 0.932 | - | 0.594 | 5.663 | 1.984 | 0.000 |
| Organizational Communication | 0.965 | 0.983 | 0.159 | 7.561 | 1.984 | 0.000 |
| Leadership Style | 0.878 | 0.891 | 0.183 | 5.887 | 1.984 | 0.000 |
| Correlation Coefficient (R) = 0.960 (a) Determination Coefficient (R ²) = 0.924 Adjusted (R ²) = 0.905 | | | a. Predictor Variable : Organizational Communication dan Leadership Style b. Dependent Variable : Performance | | | |

Source : primary data, 2018 (processed).

Based on the results of multiple regression statistical tests as shown in the table above, then obtained the following multiple regression equation:

$$Y = 0.983X_1 + 0.891X_2 + e$$

From the equation can be explained several things, as follows:

1. The coefficient of regression of the influence of organizational communication (X1) is 0.965, it means that every increase in organizational communication (X1) variable is 1 unit, it will increase the performance (Y) of employee 0.965 or 96.5% assuming all other independent variables are constant. This indicates a positive or unidirectional relationship between organizational communication variables and the performance of employee.
2. The regression coefficient of influence of leadership style (X2) is 0.878, it means that every increase in leadership style variable is 1 unit, it will increase the performance (Y) employee 0,878 or 87,8%. Thus there is a positive or unidirectional relationship between leadership style variables with the commitment of employee.

Based on the test using SPSS 18.0 software, the correlation coefficient (R) is obtained based on correlation coefficient test of Product Moment is 0.960 , R square value (R²) obtained is 0.488 , Adjusted R square value is 0.924 with standard error of estimate 0.905.

For organizational communication variable, it has t_{count} = 7,561 and t_{table} = 1,994 so it can be seen that count > t_{table} while significant value 0.000 smaller than level of belief 0,05. Thus, the t test results state that H₀ is rejected and H_a

accepted. This means that the organizational communication variable partially significant effect on the performance of employee. The results are in line with Otieno., At., Al., (2015) who found that employee communication has a positive correlation with organizational communication. It also agrees with Neves and Eisenberger (2012) examination that positive management communications are associated with temporal changes in POS, mediating the relationship between communication management and practical implications. In particular, it is revealed that communication management affects performance primarily because of the signals that the welfare organization considers and appreciates the contribution of its employees. The study also adopted the use of perceived organizational support in terms of communication as an indicator of the influence of organizational performance communication. The results also agree with Femi (2014) to find that effective communication impacts on worker performance.

For leadership style variables, t_{count} = 5,887 and t_{table} = 1,994 so it can be seen that t_{count} > t_{table} while significant value 0.000 smaller than level of confidence 0,05. Thus, the t test results state that H₀ is rejected and H_a is accepted. This means that leadership style variables partially significant effect on the performance of employees. The results are in line with Babatunde and Emem (2015) who found that there is a significant relationship between leadership style and employee performance in achieving organizational goals and objectives. The results also agree with Alberto et al. (2005) that leadership has a strong positive effect on performance, also have a significant effect on organizational learning. These findings provide an indication that

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leadership style of a leader is very influential on the performance of subordinates, in addition to get good performance is required also the provision of learning to subordinates. The findings of this study are also in accordance with Ukaidi (2016) who found that the

leadership style of the organization greatly effects the performance and output organization. The organization will function effectively when management employs well-organized leadership. Hence harmony must be created between workers, management and the task environment.

Table 5. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1 | Regression | 11.363 | 2 | 5.681 | 131.532 | .000 ^a |
| | Residual | 40.725 | 97 | .420 | | |
| | Total | 52.088 | 99 | | | |

a. Predictors: (Constant), X1 Organizational Communicaton, X2 Leadership Style

b. Dependent Variable: Y Performance

From result of data processing obtained value of Fcount = 131,532 which is bigger than value Ftable = 3,23 while significant value obtained 0.000 smaller than level of belief 0,05. So it can be concluded that Fcount = 131.532 > Ftable 3.23 = then H2 is accepted and H1 is rejected. With a significance of 0.000 < 0.05 then H2 is accepted and H1 is rejected. This means that the organizational communication and leadership style variables simultaneously affect the performance of employee.

IV. Conclusion

Organizational communication and leadership style partially have significant effect on the performance of employees in Institution of Agriculture and Plantation of Aceh Province. This result supports theories and provides two implications for both theory and practice. For theory, it supports the existing theories and this can be a base for the next research models, to be extended to other institution, or even add other variables. And for the practice, this will be a reference of the decision maker in the institution or other related institutions. This means that every decision maker is obliged to pay attention to organizational communication and leadership style to increase the employees performance of their organizations.

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