

***THE IMPACT OF LEADERSHIP AND INCENTIVES ON EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF FOOD SECURITY, FOOD CROPS AND HORTICULTURE, LAMPUNG PROVINCE***

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**Abstract.** *This study aims to examine the effect of incentives and leadership on employee performance at the Department of Food Security, Food Crops and Horticulture, Lampung Province. This study uses a sampling research method with the number of respondents as many as 88 employees. The analysis used quantitative analysis and data processing using SPSS program. The results showed that incentives have a positive effect on employee performance with a contribution of 47.1% influence. Furthermore, leadership also has a positive effect on employee performance with an influence contribution of 44.3%. Regression test shows that together there is a positive influence between incentives and leadership on employee performance. The magnitude of the influence of the two variables X1 and X2 on Y is 56.7%, the remaining 43.3% is influenced by other variables outside.*

**Keywords:** *Incentives, Leadership, Performance*

**PENGARUH INSENTIF DAN KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PADA DINAS KETAHANAN PANGAN, TANAMAN PANGAN DAN HORTIKULTURA PROVINSI LAMPUNG**

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**Abstrak.** Tujuan penelitian dalam tesis ini adalah untuk mengkaji pengaruh insentif dan kepemimpinan terhadap kinerja pegawai Pada Dinas Ketahanan Pangan, Tanaman Pangan dan Hortikultura Provinsi Lampung. Penelitian ini menggunakan metode penelitian sampling dengan jumlah responden sebanyak 88 pegawai. Analisis dipakai menggunakan analisis kuantitatif dan pengolahan data menggunakan program SPSS. Hasil penelitian menunjukkan bahwa Insentif berpengaruh positif terhadap kinerja pegawai dengan kontribusi pengaruh sebesar 47,1%. Selanjutnya Kepemimpinan juga berpengaruh positif terhadap kinerja pegawai dengan kontribusi pengaruh sebesar 44,3%. Uji regresi menunjukkan secara bersama-sama terdapat pengaruh positif antara insentif dan kepemimpinan terhadap kinerja pegawai. Besarnya pengaruh kedua variabel X1 dan X2 terhadap Y sebesar 56,7%, sisanya 43,3% dipengaruhi oleh variabel-variabel lain di luar penelitian ini.

**Kata kunci:** Insentif, Kepemimpinan, Kinerja

## PRELIMINARY

An organization in achieving its goals must have individuals with the appropriate quality and quantity required by the organization. This is realized through human resource management activities, which in short can also be said as an effort to utilize human resources. Government organizations are often seen as goal-pursuing entities that seek to link the efforts of their members in pursuit of the goals and objectives of the organization as a whole. Organizations will not be able to achieve their goals without first paying attention to the effectiveness of individual work, so individuals in achieving effectiveness are important. Human Resource Management is needed by every organization. "Achieving productive performance needs to be supported by leadership that is able to bring subordinates to unite organizational goals, incentives that can meet the needs of a decent living, adequate social security, humane working conditions and harmonious working relationships"

Accordance with Lampung Governor Regulation Number 8 of 2017 (article 2 (Sari)2), the Lampung Province Food Security, Food Crops and Horticulture

Office provides additional income payments (incentives) every month. Incentives are still not appropriate, because they are not on time. The allowance is given in accordance with the requirements carried out, for example, discipline in entering the office, absenteeism and so on. The incentives given are not in accordance with the workload carried out by employees, especially those in the field whose duties are to make observations, socialization surveys to all districts in Lampung Province have not yet carried out office tasks that force them to work overtime.

In addition to incentives, the leadership factor also plays a very important role in increasing employee performance. One other factor that can affect employee performance is leadership. Leadership is the behavior of an individual who leads the activities of a group to a common goal. With the ability to lead well from the leadership, employees will feel more comfortable and have high enthusiasm in providing their performance to the organization where they work. The performance of this employee is often a problem that exists in the institution, where an employee sometimes does not give his performance optimally so simply, this can be affected because the employee's

wishes are not fulfilled. This desire can be in the form of timely provision of salaries, benefits, health insurance, and also providing incentives for employee performance.(Aprianis (last) 2020)

The performance of work programs at the Plant, and Horticulture Resilience Offices in the Lampung Province appears to be declining, as can be seen from the delay in completing the administrative activities. The limited ability of employees to carry out the tasks assigned by the leadership which results in not optimal work effectiveness. In general, leaders also believe that employees or employees will not work energetically unless they must be supervised and controlled. Many employees who do not have creativity at work tend to wait for orders from their superiors at work.

This, based on the descriptions above, it is really important to research the factors that influence employee performance, namely the factor of providing incentives and employee leadership at the Department of Food Security, Food Crops, and Horticulture of Lampung Province.

## THEORETICAL REVIEW

### Definition of Incentives

Incentives can be formulated as adequate remuneration to employees whose performance exceeds the established standards. Incentives are a driving factor for employees to work better so that employee performance can increase (Mayangsari, 2013). According to T. Hani Handoko (2002:176), states that the meaning of incentives is: "The incentives offered to employees to carry out work according to or higher than the standards that have been set"(Pratama and Sunuharyo n.d.)

As according to (Dharmawan 2020) that the purpose of providing incentives must pay attention to the following steps:

1. Determine high work performance standards
2. Develop an appropriate performance appraisal system
3. Train supervisors in performing performance appraisals and feedback to his subordinates.
4. Linking awards strictly with work performance.
5. Strive for a meaningful increase in appreciation for employees.

According to Veitzhal Rivai (2009:767), suggests that incentives are a form of payment that is tied to performance and grainsharing, as profit sharing for employees due to increased productivity or cost savings. According to (Chin 1995), suggests that incentives are "awards or rewards given for leadership of employees so that productivity is high and not permanent". The implementation of incentives is intended to increase employee productivity and retain outstanding employees to remain in the company or office where they work.

#### Definition of Leadership

According to (Robbin 2008), leadership is the ability to influence a group towards the achievement of a goal. The broad definition of leadership includes influencing processes in determining organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and its culture. In addition, leadership also affects the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

(Lubis 2008) explains that leadership

is:

1. The process of influencing others to do or not do something a leader wants.
2. The relationship of interaction between followers and leaders in achieving the goals that have been set.
3. The process of influencing the activities/behavior of organized groups towards the achievement of goals.
4. The process of giving meaning (meaningful direction) to collective efforts and causing a willingness to carry out the desired activity/behavior for the achievement of goals.
5. The process of influencing the activities of individuals/groups in an effort to achieve goals in certain situations.

According to (Samsudin 2010) there are five theories of leadership, namely 1) trait leadership theory, 2) behavioral and situational leadership theory, 3) contingency theory, 4) behavioristic theory and 5) humanistic theory. According to Kartono (2008), leadership is a trait, habit, temperament, character and personality that distinguishes a leader in interacting with others.

Supardo (2006), leadership is a complex way and process in which a person influences other people to achieve a mission, task or a goal and directs the organization in a way that makes more sense. According to Rivai (2014), leadership is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. According to (Malayu .S.P. Hasibuan 2013), leadership style is a way for leaders to influence their subordinates, to want to work together and work productively to achieve organizational goals.

#### Understanding Employee Performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Then according to (S. W. J. Kozlowski 1989)"A person's performance is a combination of

abilities, efforts and opportunities that can be assessed from the results of their work".

#### RESEARCH METHODS

The research method used is explained about what approach is used, the data used, how to collect data, and how to analyze data.

#### Research Object

The object of research is the object of research (Indonesian Language Dictionary). According to (Aprianis 2020)the object of research is a set of elements that can be in the form of people, organizations or goods to be studied. In addition, the object of research can be interpreted as the subject matter to be studied to obtain data in a more focused manner. The research objects in this paper include: (1) Giving Incentives (2) and Leadership (3) Performance in Department of Food Security, Food Crops and Horticulture Lampung Province.

The research conducted is explanatory research, namely research that seeks to explain the relationship between one variable and another with a quantitative research approach. Variables are symptoms that are the focus of research to be observed and variables are attributes of a group of

people or objects that have variations between one another in the group (Sugiyono, 2003:20).

The variables used in this study are:

- a. The independent variables (Independent Variables) are variables that affect other variables, namely the provision of incentives (X1) and leadership (X2).
- b. The dependent variable (Dependent Variable) is a variable that is influenced by other variables, namely Employee Performance (Y).

Data collection techniques are the methods used by researchers to obtain data. With the right data collection techniques, objective, valid and reliable data can be obtained. The data collection techniques obtained are as follows:

1. Literature study (Library Research), can be collected through literature, scientific writings that have to do with the problems studied.
2. Field study (Field Research), carried out directly to the object of research, the types of data that will be revealed with each tool include:
  - a. Observation, namely making direct observations on the object of research

- b. Questionnaire, which is a primary data collection technique by submitting several written statements with alternative answers submitted to respondents.

Qualitative analysis is used to describe respondents' descriptions, this is done to provide an overview of research subjects, where this study describes the characteristics of respondents as research subjects. .

The quantitative analysis used in this study aims to determine the effect of providing incentives and leadership on employee performance at the Department of Food Security, Food Crops and Horticulture, Lampung Province. Regression analysis is used to predict how far the value of the dependent variable changes, if the value of the independent variable is manipulated/changed or increased or decreased. In data processing using computer software program SPSS 21.

## RESULTS AND DISCUSSION

Simultaneous calculation of the Incentive (X1) and Leadership (X2) variables together (simultaneously) on the employee performance variable (Y) of the Food

Security, Food Crops and Horticulture Office of Lampung Province through the calculation results through the SPSS Program as follows:

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F	df1	df2	Sig. F Change	Statistics
1	.753 <sup>a</sup>	.567	4,991	.367	55,751	2	85	.000	

a. Predictors: (Constant), x2, x1

The correlation between incentives and leadership with performance is 0.753, meaning that the three variables have a very strong and positive relationship. It means that the better the Incentives and Leadership, the performance will increase, otherwise if the incentives and leadership are not good then the performance of the employees of the Lampung Province Food Security, Food Crops and Horticulture Office will decrease. Coefficient of Determination (KD) =  $R^2 = 0.567$  (56.7 %). So it can be concluded that the Incentive and Leadership variable is able to explain the performance variable by 56.7% and the remaining 43.3% is explained by other variables that the authors did not examine in this study.

Based on the results of the study, the data obtained from multiple regression calculations between incentives (X1) and Leadership (X2) on Performance (Y) as follows

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardize T d Coefficient s	Sig.		
	B	Std. Error	Beta			
1	(Constant)	10,523	2,630	4,001	,000	
	X1	,380	,077	,446	4,938	,000
	X2	,355	,082	,393	4,354	,000

a. Dependent Variable: y

The multiple linear regression equation:  $Y = 10.523 + 0.380X1 + 0.355X2$ .

1. Every time there is an increase in the value of the Incentive variable by one point, then the Performance will increase by 0.380 points assuming other variables do not change.
2. Every time there is an increase in the value of the Leadership variable by one point, then the Performance will increase by 0.355 points assuming other variables do not change.

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2777,928	2	1388,964	55,751	.000b
Residual	2117,662	85	24,914		
Total	4895,591	87			

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a. Dependent Variable: y  
 b. Predictors: (Constant), x2, x1

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From the ANOVA test or F test, the F count is 55.751 with a significant level of 0.000 because the probability is much smaller than 0.05, then the F table value is 3.10, this means that F count > F table then Incentives (X1) and Leadership (X2) simultaneously (simultaneously) affect Employee Performance (Y) at the Department of Food Security, Food Crops and Horticulture Lampung Province, thus the hypothesis is accepted.

## CLOSING

The conclusions from this research are:

1. From the results of quantitative analysis in this study, it succeeded in supporting the first research hypothesis, namely that incentives have a significant effect on employee performance with an influence contribution of 47.1%.
2. The second test shows that Leadership has a significant effect on employee performance at the Food Security, Food Crops and Horticulture Office of Lampung Province with an influence contribution of 44.3%, in accordance with previous research (Roni Mulyawan, 2018) entitled The Influence of

Leadership and Motivation on Employee performance at Lampung Agricultural Training Center (page 24).

3. Testing on the third hypothesis, it can be concluded that incentives and leadership simultaneously have a significant effect on employee performance at the Department of Food Security, Food Crops and Horticulture, Lampung Province with a simultaneous influence contribution of 56.7%, the remaining 43.3% is influenced by other factors outside this study or in other words the third hypothesis can be accepted.

From the conclusions above, the following implications are stated:

1. Incentive variable based on the lowest respondent's answer is I get an award for my good performance. Leaders should always pay attention to their subordinates, especially to employees who excel. This award is very appropriate to be given to employees who excel to increase motivation and always improve employee performance
2. In the Leadership variable, based on the answer of the lowest respondent, the leader gives the freedom to try to complete the task. Employees are required to carry out their duties professionally and on time so that the leader gives freedom to his subordinates to determine their own rhythm of work



in accordance with the capabilities and capacities of each employee.

3. The employee performance variable that needs to be based on the lowest respondent's answer is that success in the organization can be determined by the way each team works. Employees should always coordinate both with office leaders and with fellow employees and work in accordance with their duties and obligations and know the Standard Operating Procedures of the work they do, so that in their work employees can work professionally.

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