

The Influence of Work Motivation, Leadership Style, and Supervision on the Performance of Goods and Services Procurement Bureaucrats in the North Sulawesi Central Bureau of Statistics Work Unit

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Abstract

The main objective of this study was to determine whether work motivation, leadership style, and supervision factors affect the performance of Goods and Services Procurement Bureaucrats in the Work Unit of the Central Bureau of Statistics in North Sulawesi. The problem encountered is that PBJ bureaucrats in the BPS work unit in North Sulawesi still violate the rules in terms of document fulfillment. The results of the research obtained there is a significant relationship between work motivation and employee performance in PBJ bureaucrats in BPS work units in North Sulawesi, there is a significant relationship between leadership style and employee performance in PBJ bureaucrats in BPS work units in North Sulawesi, and there is a significant relationship between supervision and employee performance in PBJ bureaucrats in BPS work units in North Sulawesi. Work motivation (X1), leadership style (X2), and supervision (X3) together contribute to the performance (Y) of PBJ bureaucrats in the BPS work unit in North Sulawesi. So it is concluded that work motivation, leadership style, and supervision affect the performance of Goods and Services Procurement Bureaucrats in the BPS work unit in North Sulawesi.

Abstract

Tujuan utama dari penelitian ini adalah untuk mengetahui apakah faktor motivasi kerja, gaya kepemimpinan, dan pengawasan mempengaruhi kinerja Birokrat Pengadaan Barang dan Jasa di Satuan Kerja Badan Pusat Statistik se Sulawesi Utara. Permasalahan yang ditemui adalah birokrat PBJ yang bernaung di satuan kerja BPS se Sulawesi Utara masih melakukan pelanggaran aturan dalam hal pemenuhan dokumen. Hasil dari penelitian diperoleh terdapat hubungan yang signifikan antara motivasi kerja dan kinerja pegawai di birokrat PBJ di satuan kerja BPS se Sulawesi Utara, terdapat hubungan yang signifikan antara gaya kepemimpinan dan kinerja pegawai di birokrat PBJ di satuan kerja BPS se Sulawesi Utara, dan terdapat hubungan yang signifikan antara pengawasan dan kinerja pegawai di birokrat PBJ di satuan kerja BPS se Sulawesi Utara. Motivasi kerja (X1), gaya kepemimpinan (X2), dan pengawasan (X3) secara bersama-sama berkontribusi terhadap kinerja (Y) birokrat PBJ di satuan kerja BPS se Sulawesi Utara. Sehingga disimpulkan bahwa motivasi kerja, gaya kepemimpinan, dan pengawasan berpengaruh terhadap kinerja dari Birokrat Pengadaan Barang dan Jasa di Satuan Kerja Badan Pusat Statistik se Sulawesi Utara.

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1. INTRODUCTION

The problem of procurement of goods and services (PBJ) in the Republic of Indonesia seems to have no end. Everywhere there are always cases of non-compliance regarding PBJ. When an investigation was carried out, it was really heartbreaking, because it was found that there were many government officials who were proven to have committed these cases.

The State Civil Apparatus (ASN) as government administrators has a very strategic role in realizing the ideals of the Indonesian nation and state as stated in the Preamble to the 1945 Constitution of the Republic of Indonesia that the Indonesian State Government has an obligation to protect the entire Indonesian nation and all spill the blood of Indonesia and to advance general welfare, educate the nation's life, and participate in implementing world order based on independence, eternal peace and social justice. From this it can be seen that it cannot be denied that the progress of the Indonesian nation and state depends on ASN.

Maybe we remember that the former 35th President of the United States, John Fitzgerald Kennedy, once said: "Don't ask what this country has given you, but ask what you have given to your country." This remark has become an exclamation that is often uttered on every occasion when a leader of an agency delivers a speech/direction or something similar. Of course, this means that civil servants or ASN are obliged to uphold the interests of the state.

The interests of the state are number one and above personal or group interests. So, it is very important for an ASN to be able to provide good service to the community/public. It should be inherent in the personality of an ASN that the performance he produces in carrying out his main duties and functions must be able to provide satisfaction to the public.

According to [1], Performance is the success of a person in carrying out a task, the results of work that can be completed by a person or group of people in an organization or agency in accordance with their respective authority and responsibilities, or the way in which a person is expected to function and act in accordance with the tasks assigned to him or her, as well as the quantity, quality and time of tasks assigned. Likewise, individual performance is said to increase and become more qualified if individuals in the organization succeed in achieving the work standards set by the organization [2] and are used as a reference for determining individual success at work.

Good performance will not happen by itself. In other words, even though the personality of a public service provider is well known from within, if it is not accompanied by the intake of knowledge and other things from outside, it will not maximize its performance potential. The performance of public servants will definitely be influenced by many factors from within and outside, both to themselves and to the agency in which they work.

As of the writing of this thesis, the government has issued Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services which does not replace but improves previous regulations. Every year, the government and the relevant institutions/ministries always carry out study after study so that each regulation produced will make things easier but also on the other hand, will reduce the possibility of fraud occurring.

The Central Statistics Agency (BPS) as one of the agencies that has a PBJ budget provided to support BPS business processes cannot be denied that it is not free from problems in implementing PBJ. At every opportunity to receive an inspection by an auditor, either from BPS RI, BPS Province, or also externally, namely from BPK, findings always emerge that are of note. These findings range from document corrections to refunds of state money or what are called claims for compensation (TGR).

Problems that occur related to the implementation of PBJ at BPS are not only limited to errors in administration, but often there are also errors in identifying agency needs, delays in executing a PBJ package, not carrying out price comparisons, not negotiating, not controlling contracts and so on. elements of committing fraud in PBJ.

There are several acts of violating the rules which are packaged in the form of findings found by the author based on data from the results of inspections by auditors/inspectors on the implementation of PBJ, both from BPS North Sulawesi Province and from BPS RI. Acts of violating the rules in the field of PBJ really show the poor performance of PBJ bureaucrats. Because even though PBJ also involves the private sector as business actors, the government's role is very strategic in determining whether the process and results of a PBJ package are good or not. When planning, the government plays an important role in formulating the needs that need to be met to provide excellent service to the public. If at this initial foundation stage, you already have the intention to perform poorly then don't be surprised if the results are bad and detrimental to the country.

PBJ carried out by the government is solely carried out for the benefit of society in general. Therefore, the aim of PBJ is not only within the framework of thinking in accordance with the government's financial capacity in providing goods and services, but also taking into account what impacts will arise or be produced both economically and socially. Thus, careful planning is needed in this PBJ, so that in the future there are no things that are detrimental to the public interest in particular and the interests of the state in general. So PBJ practitioners are really required to be able to properly and correctly implement this PBJ.

Several studies related to performance suggest that there are many factors that can influence performance.[3] said that work motivation factors talk about how to direct the power and potential of subordinates so that they are willing to work together productively to successfully achieve and realize the goals that have been set. Motivation can be a driving force for employees to work and even produce quality work. Motivation talks about something that encourages employees to do something, the same as what Strees (in Levy 2011) said that work motivation is a force that encourages employees to behave by providing energy, directing and maintaining employee work behavior. Another opinion that is also in line is [4] who says that work motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals.

2. RESEARCH METHOD

Researchers used a quantitative approach in conducting this research. A quantitative research approach is a method of research carried out to test hypotheses using existing theories. So, in this case the researcher will carry out theoretical experiments related to the factors that influence the performance of a person or specifically a PBJ bureaucrat.

Population and Sample

Population is all characteristics related to the characteristics in the research conducted. The population in this study are all characteristics related to the variables studied, namely work motivation variables, leadership style, supervision and performance of PBJ bureaucrats in the Central Bureau of Statistics work units in North Sulawesi. In this case, they are those who serve as Commitment Making Officials (PPK) apart from those who are also Heads of Work Units, Procurement Officials (PP), and Election Working Groups (Pokja Election) during 2023. Sujana (1992:6) says "population is the totality of all possible values, both the results of counting and quantitative and qualitative measurements of certain characteristics regarding a complete and clear set of objects whose properties you want to study. The population unit is all ASN who act as PBJ bureaucrats in the North Sulawesi Central Statistics Agency Work Unit, totaling 29 employees.

The data collection technique for primary data was carried out using an online closed questionnaire which was prepared using the Google Form facility. This questionnaire was then sent via WhatsApp telephone facility to selected respondents in all BPS Work Units throughout North Sulawesi.

Meanwhile, for secondary data, data collection techniques were carried out by collecting various literature which was the result of audits related to PBJ activities in all BPS Work Units throughout North Sulawesi.

The questionnaire used in research is a collection of statements to which respondents will respond. This questionnaire is an instrument used in research.

Research Instrument

Basically, research activities are measuring social and natural phenomena. Because there is a process for making measurements, there must be a tool used to measure which is usually

called an instrument. An instrument is a tool used to measure natural and social phenomena that you want to observe [5].

Instrument Validity Test

The validity test was carried out to test the validation of each statement item on the instrument by applying testing and in this research using the help of the SPSS program. By using the t table for degrees of freedom ($dk = n-1$), then the correlation coefficient value can be known and the decision results can be applied according to statistical rules.

3. RESEARCH RESULTS AND DISCUSSION

Based on the results of statistical tests, it can be clearly seen that partially all independent variables have an effect on the dependent variable. The influence provided by these three independent variables is positive, meaning that the better the work motivation, leadership style and supervision, the better the performance produced by PBJ bureaucrats. These results are in accordance with the proposed hypothesis. The results of this study are also in accordance with previous results. The explanation is as follows:

1. The relationship between work motivation, leadership style, and supervision on performance. The product moment correlation test results of the work motivation variables (X1), leadership style (X2), and supervision (X3) with performance (Y) obtained a probability value of 0.000. Because the probability value is smaller than the 5% significance level ($p=0.000<0.05$), it can be stated that the variables of work motivation (X1), leadership style (X2), and supervision (X3) with the performance variable (Y) are significantly related. . In other words, there is a significant influence of work motivation, leadership style and supervision on the performance of PBJ bureaucrats in BPS work units throughout North Sulawesi.
2. The influence of work motivation, leadership style, and supervision on performance. The results of the analysis obtained a coefficient of determination (R Square=0.835 (83.5%) so that it can be stated that the contribution of work motivation (X1), leadership style (X2), and supervision (X3) together -the same as performance (Y) of 34.6%.

The results of the F test obtained a probability value smaller than the 5% significance level ($p=0.000<0.05$), so it can be stated that the variance of the performance variable (Y) can be influenced by the variance of the work motivation variables (X1), leadership style (X2), and supervision (X3) together.

The results of the partial t test obtained a probability value smaller than the 5% significance level ($p=0.041$ and $p=0.013$) on the variables of work motivation (X1) and leadership style (X2). Meanwhile, for the monitoring variable (X3) the significance level is greater than 5% but smaller than 10% ($5\%<p=0.098<10\%$). Based on the results of the regression analysis, it can be stated that the variables of work motivation and leadership style separately significantly influence performance at the 95% confidence level. Meanwhile, the monitoring variable does not significantly influence performance at the 95% confidence level, but does significantly influence performance at the 90% confidence level ($\alpha=10\%$).

Based on the results of the regression analysis, the regression model that can be formed is as follows:

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

$$Y = 16.085 + 0.319x_1 + 0.352x_2 + 0.168x_3$$

16.085 is a constant value, namely the performance value (Y) without being influenced by work motivation (X1), leadership style (X2), and supervision (X3). $0.319x_1$ is the value of the motivation regression coefficient (X1) which means that if motivation (X1) increases by one unit it will increase performance (Y) by 0.319, likewise if motivation (X1) decreases

by one unit it will decrease performance by 0.319 in 95% confidence level. $0.352x_2$ is the regression coefficient value for leadership style (X2) which means that if leadership style (X2) increases by one unit it will increase performance (Y) by 0.352, likewise if discipline (X2) decreases by one unit it will decrease performance by 0.352 at the 95% confidence level. $0.168x_3$ is the supervisory regression coefficient value (X3), but at the 95% confidence level, supervision does not have a significant effect on performance. If you use a confidence level of 90%, supervision has a significantly positive effect on performance with a regression coefficient value of 0.168, meaning that if supervision (X3) increases by one unit it will increase performance (Y) by 0.168, likewise if supervision (X3) decreases by 0.168. one unit will reduce performance by 0.168 at a 90% confidence level.

The beta value (β) is a value that shows which variable X (motivation, leadership style, or supervision) most dominantly influences the performance variable (Y). Based on the results of the analysis, the beta value of X1 is 0.319, X2 is 0.352, and higher on performance (Y) than motivation (X1) and supervision (X3) variables.

Based on the results of the research that has been carried out, the researcher has an assumption which also concludes that with work motivation, leadership style and good supervision, the performance of PBJ bureaucrats in BPS work units throughout North Sulawesi can be improved.

4. CONCLUSION

Based on all the hypotheses that have been proposed in CHAPTER II and also by looking at the results of the research discussion in CHAPTER IV, several conclusions can be drawn from this research as follows:

1. There is a significant relationship between work motivation and the performance of Goods and Services Procurement bureaucrats in BPS work units throughout North Sulawesi.
2. There is a significant relationship between leadership style and the performance of Goods and Services Procurement bureaucrats in BPS work units throughout North Sulawesi.
3. There is a significant relationship between supervision and the performance of Goods and Services Procurement bureaucrats in BPS work units throughout North Sulawesi.
4. Work motivation (X1), leadership style (X2), and supervision (X3) together contribute to the performance (Y) of Goods and Services Procurement bureaucrats in BPS work units throughout North Sulawesi.

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