

Impacts of Situational Leadership Style on Career And Motivation Development in The Secretariat office of Regional Houses of People's Representative of Southeast Sulawesi Province

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ABSTRACT

This research aims to determine: (1) The impacts of institutional leadership style on the employee motivation development. (2) The impacts of institutional leadership style on the employee career development and (3) The impacts of work motivation on the employee career development in the secretariat office of Regional House of People's Representative of Southeast Sulawesi Province. This research design is causality research. Population in this research is all of the employees in secretariat office of Regional House of People's Representative of Southeast Sulawesi Province, namely 59 people. Sample determination is conducted by census or total sampling. Data analysis used in this research is descriptive statistic analysis and *Partial Least Square* (PLS). results of the research conclude that : (1) The situational leadership style provides significant impacts on the employee motivation. (2) The situational leadership style provides significant impacts on the employee career development and. (3) The motivation provides significant impacts on the employee career development in the secretariat office of Regional House of People's Representative of Southeast Sulawesi Province.

Keywords: Situational Leadership Style, Motivation and Career Development.

Date of Submission: 14-11-2017

Date of acceptance: 05-12-2017

I. INTRODUCTION

One of the leadership concepts specifically giving important attention concerning leadership behavior on subordinate career development is situational leadership concept (Hersey *et al.*, 2011). In this case, the situational leadership concept seeks to describe and also provide answers on two crucial questions concerning relation of leadership and subordinate career development. These two crucial questions are, first, which leadership behavior is necessary in certain situation related to subordinate preparedness, willingness and capability in running their tasks correctly. Second, which behavior is well-adjusted to each subordinate preparedness level in running their tasks based on what expected by leaders (Hughes *et al.*, 2011).

According to the situational leadership concept, there are two dimensions of leadership behavior required to achieve leadership effectiveness, namely : (1) leadership behavior having orientation to subordinate tasks, then called as *task behavior* and (2) having orientation to creation of organizational cooperation relation between leaders and subordinates and cooperation relation between fellow subordinate, which then called as *relationship behavior* (Hersey *et al.*, 2011). Also, Gary Yukl (2012) added change orientation behavior so that in this research, there are three dimensions, namely task orientation, relation with subordinates and change orientation. In this research context, situational leadership is one of the one of the leadership styles applied by Leader (Head of Sector) in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. This can be seen through the behaviors of one in concerned. The characteristics are in running the tasks, there is clear description on tasks for subordinates; there is clarity of responsibility, procedures and structures of tasks reporting; there is clarity on time limitation in completing each work; there is guidance and direction; as well as there is clarity on assessment standard of work completion. In other aspect, in making relation with fellow subordinates, it can be seen clearly the behavior characteristics, namely providing supports for subordinates, always listening to any subordinate problems or claims, giving response to any advices or subordinates, giving supports or facilitation to create cooperation with subordinates and also giving responses to any subordinate work mistakes and success. The situational leadership style is expected to develop the subordinate career. The subordinate career development can be achieved through various activities such as training, promotion and mutation to other work units with higher work position.

Assembly Sector of Secretariat of Regional House of People's Representative of Southeast Sulawesi Province is one of the sector s having 1 Head of Sector and 59 staffs. In running the tasks and functions as the Head of Sector, it applies the leadership style namely situational leadership style. The leadership with situational style

can certainly provide impacts on the head of section. It is not only the situational leadership factor, the motivation factor can also serve an essential determinant for career development. It is reasonable since motivation is the central point and motor drive for the growth of inspiration, initiative and creativity for better work. Basically, studies concerning motivation impacts have obtained many attentions from many experts in the country. This can be seen among others from an opinion by Hidayat (2009:26) stating that significant different between private workers and Civil Servants is their work motivation, in this case, work motivation by private workers is higher than work motivation by Civil Servants. Thus, it is necessary to improve work motivation by workers. This motivation can be given in the forms of incentive provision, appreciation on self-pride, placement on appropriate field, attention to work environment as well as work provision progress.

There are some empirical studies conducted by previous researchers such as Amirullah A.N.H and Misbahuddin. A (2016) expressing that situational leadership style provides positive impacts on work motivation. And then Yaser. M.A. (2012) the situational leadership style serves an important role in giving impacts to managers' motivation. Meanwhile, results of the research by Nurul Hidayat, et al (2013) confirmed that the situational leadership style provides positive impacts on work satisfaction with proxy by career development. There is also another research described by Srilisyan Sapii, et al (2014) that the situational leadership style provides positive impacts on employee performance with proxy by career development. Akmal Umar (2015) stated that motivation provides positive impacts on career development. Heru Triharyanto (2014) stated that motivation provides positive and significant impacts on the development.

So, it can be seen clearly the phenomena of work motivation and career development in the environment of Civil Servants in Secretariat of Regional House of People's Representative of Southeast Sulawesi Province as described, and it must be solved by improvement on the employee behavior, mainly leaders as an exemplary in running the main tasks and responsibility as state servant and public servant.

Related to the phenomena gap and empirical gap, the author is interested at conducting a research entitled as : Impacts of Situational Leadership Style on Career Development Mediated by Motivation in Secretariat of Regional House of People's Representative of Southeast Sulawesi Province.

This research aims to analyze and express the impacts of institutional leadership style on employee motivation, the impacts of institutional leadership style on career development and impact of motivation on employee career development. Meanwhile, the research scope is only limited to the assembly Sector in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province.

II. LITERATUR REVIEW

Situational Leadership Style Concept:

Terry (2011:458) expressed that *leadership is the relationship in which one person, or the leader, influences others to work together willingly on related tasks to attain that which the leader desires*. This theory regards that leadership is formed within one person though the leadership can be formed outside one person through a process. Robbins (2013:70) expressed that leadership is an ability to influence a number of group members to work so that they can achieve their determined targets and purposes. Further, Gibson (2012:65) expressed that leadership is an ability to influence other individual motivation and competence in a group.

Situational leadership model basically is a modification from the leadership concept expressed through results of the research by Research Team of Ohio State University (Luthans, 2012:578) which then formulated into a leadership concept by Stogdill in 1948 with the name of Ohio State Study (Hughes *et al.*, 2011:492). There are two effective leadership dimensions according to Ohio University Study, namely: (1) *consideration* and (2) *initiating structure*, (Luthans, 2012:578). *Consideration* is leadership attitude dimension having orientation to leader efforts to understand subordinate needs and create relations with subordinates. This dimension then is modified by Hersley and Blanchard (as the originator of situational leadership concept in 1969) into "*relationship behavior*" by taking into account to relatively similar meaning to "*consideration*". Meanwhile, the *initiating structure* dimension is a dimension of leader behavior having orientation to tasks or achievement of subordinate task purpose.

Motivation Concept :

Riduwan (2012) expressed that in assessing employee work motivation, location approach can be done in each activity, since one habit tends to be permanent in daily works. If an employee has work motive, then it can be proven from the employee habits in doing his or her work both in the office and in the field. In doing his work, an employee is always faced to: motive, expectation and incentive. This is well-adjusted to what expressed by Sedarmayanti in Riduwan (2012:34) that motivation is overall process of work motivation provision to subordinates in such a way so that they have willingness to work sincerely to achieve organizational purpose in

an effective and efficient manner. It is also stated in the same book by Terry (2011:34) that motivation is a willingness in an individual stimulating to conduct actions.

Specifically, it is expressed by Hasibuan (2010:163) that motivation theory has sub variables, namely : motive, expectancy and incentive. (a) Motive is a stimulation of certain desire and trigger to be achieved. (b) Expectancy is a chance given because of behavior to achieve purpose. (c) Incentive is a stimulation for subordinate by giving present (rewards) for ones obtain achievement beyond the standard. Therefore, subordinate work spirit will be improved because in general humans are happy to accept good things. Riduwan (2012) expressed that provision of work motivation can be observed from dimensions: provision of reasonable wage or salary, provision of incentive, appreciation on self-pride, meeting employee spiritual needs, meeting participation needs, placement of employees in proper position, guarantee of security in the future, attention to employee work environment, provision of advanced chances and creating healthy competition.

III. Career Development Concept

Government Regulation number 15 of the year 1994 has confirmed that the Civil Servant career pattern is supervision pattern of Civil Servant describing career development path and indicating relatedness and harmony among positions, levels, education and structural training as well as position of a Civil Servant since the first appointment in certain position until the pension period. In the definition of career pattern, it is clear that the Civil Servant career develops through position and rank paths as well as skills and expertise developed and improved through education and training during a period being the employee.

Through this career pattern, then each Civil Servant will know clearly the devotion path, its career path and highest position which may be achieved. Therefore, each Civil Servant will be able to improve his education and devotion as well as improve his ability to achieve his highest position (Sudiman, 2014:25). Similarly to the opinion, Simamora (2014:413) expressed that career is an open chance for each employee in order to achieve certain position, promotion, chance for entering education and training as well as mutation or notation. Indicators of career development include needs for training, promotion intensity and mutation intensity. The needs for training is the needs to join any training for career development, this can be seen in awareness to work chances, work interest and career satisfaction. Promotion intensity is a frequency to obtain promotion to get higher position reflected in promotion by achievement, promotion by seniority as well as promotion by position. Meanwhile, mutation intensity is a frequency of mutation reflected in career performance, work interest and career satisfaction.

IV. RESEARCH METHODOLOGY

This research object is employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. Population in this research is all of the employees in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province with status as Civil Servants, namely 59 people *excluding Head of Assembly Sector). Because of small population, so the research uses saturation sampling. Data collection techniques are using questionnaires and Likert measurement scales with categories as follow: very agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), and very disagree (score 1). Data analysis methods used in this research are descriptive statistic analysis and *partial least square (PLS)* analysis. The descriptive statistic analysis is used to describe situational leadership style variable (X), motivation (Y1) and career development (Y2) y calculating the *mean* of each research variable meanwhile the quantitative analysis is analyzed by Partial Least Square (PLS)

To describe real object conditions, then the variables are defined in an operational manner as follow:

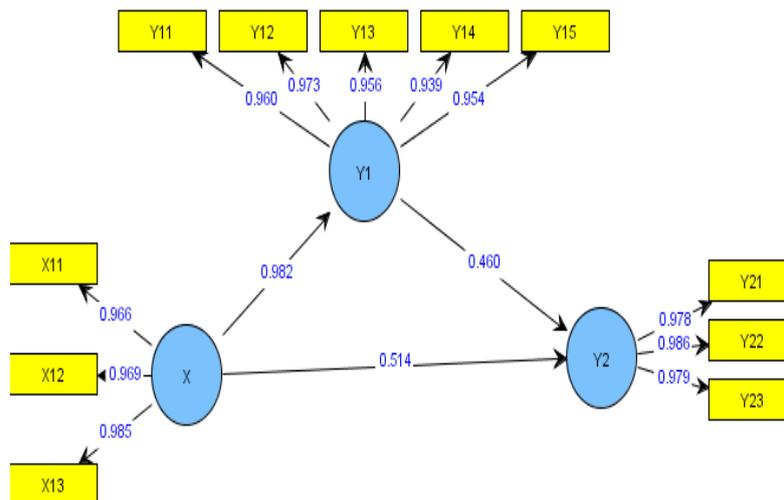
- [1]. The situational leadership style is the response by the respondents on the behaviors by the Leader (Head of Assembly Section) in running the functions of task direction and creation of communication relation between superior-subordinate as well as among fellow subordinate as well as behavior of change orientation that is observed through indicators of leader behavior having orientation to subordinate tasks and leader behavior having orientation on the creation of communication relation in the organization as well as having orientation to the changes.
- [2]. Motivation is a stimulation given to the respondents to work as well as possible that is observed through indicators of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment and chances for promotion.
- [3]. Career development is response by the respondents on career improvement of emplyee in the Assembly sector of the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province that is observed through indicators of needs of training, promotion intensity and mutation intensity.

V. ANALYSIS AND RESULTS

Hypothesis testing and path coefficient provide direct impacts among the research variables. Results of testing in Scheme 4.2. are obtained that the three direct impacts, namely: the situational leadership style influences

significantly on motivation, the situational leadership style influences significantly on career development and motivation influences significantly on career development. Results of testing analysis of direct impact among the variables can be seen from the path coefficient values, critical values (t-statistics) presented in the path diagram in the figure 4.2. as follow:

Figure 4.1. Impacts of Research Inter-Variables



Results of direct impact testing between variables in Schema 4.2. completely can be presented as follow:

Table 5.16. Path Coefficient of Direct Impact and Hypothesis Testing:

Hypotheses	Inter-variable relations	Path coefficient	t-Statistic	t-critical	Results
H1	Situational Leadership Style (X) → Motivation (Y1)	0,982	111,819	1,96	Sig
H2	Situational Leadership Style (X) → Career Development (Y2)	0,514	3,249	1,96	Sig
H3	Motivation (Y1) → Career Development (Y2)	0,460	2,881	1,96	Sig

Source: processed data 2017

Analysis results in table 5.16 indicate that the hypothesis testing and path coefficient of direct impacts to answer the proposed hypothesis can be accepted or rejected. Results of hypothesis testing can be described as follows:

H1. Impacts of Situational Leadership Style on Employee Motivation Testing results of situational leadership style on the motivation can be proven by the estimate value of path coefficient by 0,982 with positive direction. The path coefficient with positive value means that the relation between the situational leadership style and motivation is in the same direction. This result can also be proven by critical value (t-statistic) by 111,819 > 1,96. Results of hypothesis testing (H1) proves that the situational leadership style influences significantly on the motivation. It means that better situational leadership style will lead to improved employee motivation in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. Therefore, the first hypothesis namely the situational leadership style influences on the employee motivation in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province can be accepted.

Based on the analysis results, it can be known that the situational leadership style influences significantly on the employee motivation in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. This is implemented in the forms of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion.

Empirical facts indicate that the change orientation behavior has been properly perceived by the respondents. It means that the leader always translates events to describe urgent needs to changes; the leader always encourages the employee to view problems in different ways and the leader always provides authority to the employees to apply new strategy.

Descriptively, it shows that description of tasks given by the leader is very clear for the employees. There is also very clear description about each task responsibility given by the leader to the employees. Each task given by the leader is always completed with clear implementation procedure. The leader has also provided clear direction on structure and hierarchy of employee task reporting. Each tasks given by the leader is always completed with clear time completion limit. There is also very adequate leader guidance or direction in

employee task implementation. The standard of leader assessment on subordinate work results is also very clear and supervision style by the leader to the subordinate can be fairly accepted by the entire subordinates. Implication of the situational leadership style can improve the employee motivation; this is implemented in the forms of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion. It means that the leader can at any time give bonuses because of subordinate efforts and work achievement; the leader has behavior to always encourage work spirit; and an employee should obtain rewards on his work results. Indicator of providing chances to be advanced has been perceived correctly by the respondents. It means that there are maximum leader efforts to develop the knowledge, ability and skills; there is provision of course chances to improve the skills and knowledge for the subordinates based on their task needs and also the proposal of training is conducted based on the job and promotion for position promotion.

These research results are in line with an opinion by (Hasan Rahman, 2009) stating that the situational leadership style is one of the styles used in doing tasks and creating relations with subordinates in an empirical and theoretical manner; it serves as an essential determinant for the motivation. These research results also strengthen the empirical research conducted by Amirullah Afif Nur Huda and Misbahuddin Azzuhri (2016) as well as Yaser Mansour Almansour (2012) expressing that the situational leadership style influences the motivation.

H2. The Situational Leadership Style Influences Significantly on the Career Development

Testing results of situational leadership style on the career development can be proven by the estimate value of path coefficient by 0,514 with positive direction. The path coefficient with positive value means that the relation between the situational leadership style and career development is in the same direction. This result can also be proven by critical value (t-statistic) by $3,249 > 1,96$. Results of hypothesis testing (H2) proves that the situational leadership style influences significantly on the career development. It means that better situational leadership style will lead to improved employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. Therefore, the second hypothesis namely the situational leadership style influences on the employee career development in the Secretariat of Regional House of People's

Representative of Southeast Sulawesi Province can be accepted.

Based on the analysis results, it can be known that the situational leadership style influences significantly on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that proper situational leadership style that is observed from the indicators of task orientation behavior, behavior of relation orientation and change orientation behavior can improve the employee career in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province; this is implemented in needs of training, promotion intensity and mutation intensity.

Empirical facts indicate that the change orientation behavior has been properly perceived by the respondents. It means that the leader always translates events to describe urgent needs to changes; the leader always encourages the employee to view problems in different ways and the leader always provides authority to the employees to apply new strategy.

Descriptively, it shows that description of tasks given by the leader is very clear for the employees. There is also very clear description about each task responsibility given by the leader to the employees. Each task given by the leader is always completed with clear implementation procedure. The leader has also provided clear direction on structure and hierarchy of employee task reporting. Each tasks given by the leader is always completed with clear time completion limit. There is also very adequate leader guidance or direction in employee task implementation. The standard of leader assessment on subordinate work results is also very clear and supervision style by the leader to the subordinate can be fairly accepted by the entire subordinates.

Implication of the situational leadership style can improve the employee career; this is implemented in the forms of the needs of training, promotion intensity and mutation intensity. It means that the employees always obtain chances for promotion because of their achievement; the employees are always promoted to obtain higher position because of seniority; and the employees are promoted to obtain higher position since current position is no longer appropriate to the achieved achievement.

These research results are in line with an opinion by Simamora (2014) stating that the in the career development, it is not merely the issue of human resource department, but leaders and employees should also be involved in the career development. Nevertheless, employee individual often has no adequate skills and information to design his or her career plan systematically using useful ways for himself or herself as well as for the organization. In the activity of employee career planning, a leader has a very important responsibility. These research results strengthen the empirical research conducted by Nurul Hidayat, et.all (2013) stating that there is significant impact of the situational leadership style on the career development.

H3. Motivation Influences Significantly on Employee Career Development

Testing results of motivation on the career development can be proven by the estimate value of path coefficient by 0,460 with positive direction. The path coefficient with positive value means that the relation between the motivation and career development is in the same direction. This result can also be proven by critical value (t-statistic) by $2,881 > 1,96$. Results of hypothesis testing (H3) proves that the motivation influences significantly on the career development. It means that better employee motivation will lead to improved employee career development. Therefore, the third hypothesis namely the motivation influences on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province can be accepted.

Based on the analysis results, it can be known that the motivation influences significantly on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that proper employee motivation that is observed from the indicators of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion can improve the employee career; this is implemented in needs of training, promotion intensity and mutation intensity.

Empirical facts indicate that the incentive provision has been properly perceived by the respondents. It means that the leader can at any time give bonuses because of subordinate efforts and work achievement; the leader has behavior to always encourage work spirit; and an employee should obtain rewards on his work results. Indicator of providing chances to be advanced has been perceived correctly by the respondents. It means that there are maximum leader efforts to develop the knowledge, ability and skills; there is provision of course chances to improve the skills and knowledge for the subordinates based on their task needs and also the proposal of training is Empirical facts indicate that the incentive provision has been perceived correctly by the respondents. It means that the leader can at any time give bonuses because of subordinate efforts and work achievement; the leader has behavior to always encourage work spirit; and an employee should obtain rewards on his work results. Indicator of providing chances to be advanced has been perceived correctly by the respondents. It means that there are maximum leader efforts to develop the knowledge, ability and skills; there is provision of course chances to improve the skills and knowledge for the subordinates based on their task needs and also the proposal of training is conducted based on the job and promotion for position promotion.

These research results are in line with an opinion by Simamora (2014). Now, organization must know how to empower its employees. Competent employees in the sense of having high motivation must be ready to place new works with greater and more responsibility. In many aspects, key to win the employee motivation development is offering a chance to possess and fill a successful career. These research results strengthen empirical studies by Heru Triharyanto (2014) stating that there is significant impact of the motivation on the employee career development.

Based on the short description, it can be known that the motivation influences significantly on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that better employee motivation that is perceived by the indicators of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion can improve the employee career; this is implemented in needs of training, promotion intensity and mutation intensity.

VI. LIMITED AND FUTURE RESEARCH

This research is limited to only one sector, namely Assembly Sector in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. So that it can be developed for broader scope, and it is necessary to conduct reciprocal analysis on the relation of career development and motivation, so that it may be developed in further research in the future.

VII. CONCLUSION

Based On The Research Results And Discussion, It Can Be Concluded Some Issues, As Follow:

1. The situational leadership style influences significantly on the employee motivation in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that proper situational leadership style that is observed from the indicators of task orientation behavior, relation orientation behavior and change orientation behavior can improve the employee motivation in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. This is implemented in the forms of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion.
2. The situational leadership style influences significantly on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that

proper situational leadership style that is observed from the indicators of task orientation behavior, relation orientation behavior and change orientation behavior can improve the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. This is implemented in the forms of needs of training, promotion intensity and mutation intensity.

3. The motivation influences significantly on the employee career development in the Secretariat of Regional House of People's Representative of Southeast Sulawesi Province. It means that better employee motivation that is perceived from the indicators of incentive provision, attention to employee self-price, placement of employee in proper position, attention to employee work environment as well as chances for promotion can improve the employee career; this is implemented in the needs of training, mutation intensity and promotion intensity.

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