

## ***EFFECT OF LEADERSHIP AND REMUNERATION ON WORK EFFECTIVENESS (Case Study at The Research and Development Agency of The Supreme Court)***

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### **ABSTRACT**

*This study aims to evaluate the influence of leadership and remuneration on work effectiveness in the Research and Training Agency of the Supreme Court (Badan Litbang Diklat Mahkamah Agung), both partially and simultaneously. The population of this study consisted of 132 employees from the Research and Training Agency of the Supreme Court located in Jalan Cikopo Selatan. The sample size was determined by the Slovin formula, resulting in 57 respondents. Data analysis was conducted using the multiple linear regression method. The results of the study indicate that leadership has a significant influence on the work effectiveness of employees in the Research and Training Agency of the Supreme Court. This influence is positive, indicating that improving leadership in the organization will lead to an increase in work effectiveness. Similarly, remuneration also significantly influences employees' work effectiveness in the Research and Training Agency of the Supreme Court. This influence is also positive, indicating that an increase in remuneration will improve work effectiveness. Furthermore, the combined influence of leadership and remuneration on work effectiveness in the Research and Training Agency of the Supreme Court is also significant and positive.*

*Keywords: Bureaucratic Reform, Leadership, Remuneration, and Work Effectiveness*

### **ABSTRAK**

Penelitian ini bertujuan untuk mengevaluasi pengaruh kepemimpinan dan remunerasi terhadap efektivitas kerja di Badan Litbang Diklat Mahkamah Agung, baik secara parsial maupun secara simultan. Populasi dalam penelitian ini adalah 132 pegawai Badan Litbang Diklat Mahkamah Agung yang berlokasi di Jalan Cikopo Selatan. Jumlah sampel yang diambil didasarkan pada rumus Slovin, sehingga diperoleh 57 responden. Analisis data menggunakan metode regresi linier berganda. Hasil penelitian menunjukkan bahwa kepemimpinan memiliki pengaruh signifikan terhadap efektivitas kerja pegawai di Badan Litbang Diklat Mahkamah Agung. Pengaruh tersebut bersifat positif, yang berarti jika kepemimpinan di Badan Litbang Diklat Mahkamah Agung ditingkatkan, maka efektivitas kerja pegawai akan meningkat. Demikian pula, remunerasi juga memiliki pengaruh signifikan terhadap efektivitas kerja pegawai di Badan Litbang Diklat Mahkamah Agung. Pengaruh ini juga bersifat positif, yang berarti jika remunerasi ditingkatkan, maka efektivitas kerja pegawai akan meningkat. Selain itu, kepemimpinan dan remunerasi secara bersama-sama juga memiliki pengaruh signifikan terhadap efektivitas kerja pegawai di Badan Litbang Diklat Mahkamah Agung dengan pengaruh yang positif.

Kata Kunci : Reformasi Birokrasi, Kepemimpinan, Remunerasi dan Efektifitas Kerja

## INTRODUCTION

Remuneration policies are formulated in accordance with regulations and laws governing bureaucratic reform. These include Law No. 17 of 2007, which outlines the long-term national development plan from 2005 to 2025, and PAN State Ministerial Regulation No. PER/15/M.PAN/7/2008, which serves as a general guideline for bureaucratic reform.

Compensation, or remuneration, in the government sector serves as a means of motivating employees to enhance their effectiveness in driving improvement. The remuneration policy involves providing additional allowances to employees based on their performance. By implementing this policy, the aim is to enhance the performance and professionalism of civil servants, as well as to deter corruption within the workforce.

Remuneration plays a critical role in determining the effectiveness of employee work, as it is closely linked to the well-being of organizational members within an institution. The remuneration program is an integral part of the government's bureaucratic reform initiative, with the objective of offering supplementary benefits to employees through relevant institutions, as a form of reward or appreciation for the performance they have performed. Implementation of a fair remuneration system proportional will improve performance effectiveness work, otherwise, low remuneration will reduce employee motivation in terms of working professionally.

Several issues exist within the Research and Development Agency for Education and Training of the Supreme Court. Firstly, remuneration is currently granted solely based on position ranking and attendance, without considering the specific Employee

Work Targets (SKP). There is a lack of detailed guidelines in Government Regulations regarding the calculation of remuneration based on SKP. According to Law Number 5 of 2014, which pertains to State Civil Apparatus (ASN), performance allowances should be provided based on the actual work performance accomplished by each employee.

In the bureaucratic reform program implemented by the Education and Training Research and Development Agency, the human resource aspect is emphasized to give special attention to the welfare of employees. This has an impact on the expansion and Enhancement of a more efficient remuneration framework is necessary. While remuneration constitutes only a minor component of the overall bureaucratic reform efforts within the Research and Development Agency, the provision of remuneration to employees is crucial can have a significant positive impact. This can improve employee performance and achieve the desired work effectiveness.

The establishment of an employee remuneration system at the Education and Training Research and Development Agency is anchored on the individual employee's workload, responsibilities, and performance. The primary objective is to mitigate the likelihood of authority misuse, including instances of corruption, collusion, and nepotism within the Agency. This is driven by the recognition that good governance is intrinsically linked to personal integrity.

## RESEARCH METHODS

This research uses the method-associative with a population of 132 employees who were then sampled

using the Slovin formula so that 57 respondents were obtained, which were then collected using data collection techniques, namely questionnaires, interviews and observation. The data is then analyzed using associative analysis techniques.

## RESULTS AND DISCUSSION

### 1. The influence of leadership partially on the effectiveness of employee work at the Supreme Court Research and Development Agency

There is a significant partial influence between leadership and employee work effectiveness at the Supreme Court Research and Development Agency, as evidenced by a t-statistic value of 4.372 and a significance level of 0.000, which is lower than 0.05. In this study, with  $N - 1$  or  $57 - 1 = 56$  degrees of freedom, the t-table value obtained was 1.672. Since the t-statistic value (4.372) is greater than the t-table value (1.672), the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted. Therefore, it can be concluded that there is a significant partial influence between leadership and employee effectiveness at the Supreme Court Research and Development and Education Agency.

The results of research conducted by this researcher support the findings of research conducted by Rusmaini (2017), which shows that there is a positive influence between leadership and internal communication on the work effectiveness of employees at the Tarbiyah and Teacher Training Faculty of UIN Raden Fatah Palembang. In addition, research conducted by Putri and Adelia (2018)

also found that leadership has a significant influence on the work effectiveness of employees at the Curup District Office. This can be seen from the correlation value between the Leadership Variable (X) and Work Effectiveness Variable (Y) of 71.498. The statistical test results showed a p-value (Sig.) of 0.000. Because the p-value (Sig.)  $< 5\%$ , then  $H_0$  is rejected. With a 95% confidence level, it can be concluded that there is a significant relationship between the Leadership Variable (X) and Work Effectiveness Variable (Y).

Like the research conducted by Zulkarnain (2016), his research findings show that the results of partial hypothesis testing prove that there is a positive influence of leadership on employee performance. In the calculations made in Table 5.9, the t value is 4.515 with a significance level of 0.000, which is less than 0.05. Therefore,  $H_a$  is accepted and  $H_0$  is rejected.

Research conducted by Supit, Kezia K; Adolfini, and Tawas, Hendra (2016) shows that leadership is one of the factors that can influence employee work effectiveness. This is because the leader acts as a role model for employees. A good leader is someone who is unselfish, disciplined at work, and fair in decision-making. With this behaviour, employees will feel comfortable at work so as to increase work effectiveness. The importance of leadership in a company is very important because a leader who is able to influence significantly can motivate employees to achieve common goals, which in turn has an impact on employee work effectiveness. The results of the study show that leadership behaviour has a significant influence on the work effectiveness of employees at PT. TELKOM Manado,

with a significance level of less than 0.05, namely 0.000.

## **2. The effect of partial remuneration on the effectiveness employee work at the Supreme Court Research and Development Agency**

The impact of partial remuneration on employee work effectiveness at the Supreme Court Research and Development and Education Agency has been evidenced by a t-value of 1.703 and a significance level of 0.000, which is below 0.05. As a result, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted since the t-value is greater than the critical t-value ( $1.703 > 1.672$ ). Consequently, Based on the findings, it can be inferred that remuneration partially affects the work effectiveness of employees at the Supreme Court Research and Development and Education Agency.

The findings of research conducted by researchers are supported by a study conducted by Zulkarnain (2016), which shows that partial remuneration has a positive effect on employee performance. Based on the calculations performed in Table 5.9, the t value is 2.044 with a significance level of 0.044, which is less than 0.05. This indicates that in this study the hypothesis was rejected and the alternative hypothesis was accepted.

Research conducted by Melinda, Budiando, and Kader (2019) shows that the results of a simple correlation coefficient between remuneration variables and employee performance show a sufficient level of relationship with a value of 0.464. In testing the coefficient of determination, it was

found that remuneration contributed 21.54% to employee performance, while the remaining 78.46% was influenced by other factors not explained in this study.

## **3. The influence of leadership and remuneration simultaneously on the effectiveness of employee work at the Supreme Court Research and Development Agency**

It was found that there is a joint influence between leadership and remuneration on the work effectiveness of employees at the Supreme Court Research and Development Agency. It is backed by a values Count of 30.612 with a significance of  $0.000 < 0.05$ . In this test, Ftable has a value of 4.02 with degrees of freedom  $df_1=1$  ( $k-1=2-1=1$ ) and  $df_2=n-k=55$  (with the number of samples  $n=57$  and the number of variables  $k=2$ ). At the significance level  $\alpha=5\%$ , the value Table is 4.02. In this context, F Count  $>$  F Table ( $30.612 > 4.02$ ). Therefore, the conclusion is to reject  $H_0$  and accept  $H_a$ , which states that there is a joint influence between leadership and remuneration simultaneously on employee work effectiveness.

Multiple linear regression coefficients are used to measure the influence of leadership and remuneration on employee work effectiveness at the Supreme Court Research and Development and Education Agency was examined. Within the scope of this research, the impact of both leadership and remuneration variables on employee effectiveness was investigated. Multiple linear regression equations were obtained which describe the relationship between these variables.

The equation is  $Y = 4.582 + 0.385X_1 + 0.242X_2 + \varepsilon$ . In the regression equation, the constant value (4.582) indicates that if the leadership and remuneration variables have a value of 0 (zero), then the work effectiveness of employees at the Supreme Court Research and Development and Education Agency will increase by 4.582 units.

The regression coefficient for the leadership variable, which is symbolized by  $b_1$ , has a value of 0.385. This means that every 1 unit increase in the leadership variable will contribute to an increase in employee effectiveness at the Supreme Court Research and Development and Education Agency by 0.385 units, assuming that the values of the other independent variables remain constant.

The regression coefficient for the remuneration variable, which is symbolized by  $b_2$ , has a value of 0.242. This means that every 1 unit increase in the remuneration variable will contribute to an increase in the work effectiveness of employees at the Supreme Court Research and Development and Education Agency by 0.242 units, assuming that the values of the other independent variables remain constant.

Closeness relationship or correlation coefficient between leadership and remuneration with effectiveness employee work at the Supreme Court Research and Development and Training Agency obtained a correlation coefficient of 0.729, which means there is a positive relationship with the strength of a strong and real relationship between leadership and remuneration with effectiveness employee work at the Supreme Court Research and Development Agency.

The determination coefficient is employed to assess the extent of the independent variable's impact on the dependent variable. By conducting simultaneous testing, we can observe

the value of the determination coefficient, specifically the adjusted determination coefficient (adjusted  $R^2$ ), can be seen to what extent multiple linear regression analysis can explain the variation in the dependent variable explained by all independent variable. This adjusted coefficient of determination shows the magnitude of the independent variable's contribution to the dependent variable (Adjusted  $R^2$ ) = 0.514 (referring to Table 4.17), namely the percentage of the influence of leadership and remuneration on the effectiveness of employee work at the Supreme Court Research and Development and Education Agency of the Supreme Court by 51.4 per cent, while the remaining 48.6 per cent is influenced by other variables outside of this study.

## CONCLUSION

Based on the analysis and hypothesis testing that has been done before, the following conclusions can be drawn:

1. The variable of leadership demonstrates a significant impact on employee work effectiveness at the Supreme Court Research and Development and Education Agency. The observed influence is positive, indicating that an increase in leadership leads to improved efficiency in employee performance.
2. The variable of remuneration exhibits a significant influence on employee work effectiveness at the Supreme Court Research and Development and Education Agency. The observed impact is positive, indicating that an increase in remuneration enhances the effectiveness of employees' work.

3. The combined influence of the leadership and remuneration variables yields a significant impact on employee work effectiveness at the Supreme Court Research and Development and Education Agency. The observed effect is positive, suggesting that an increase in both leadership and remuneration results in heightened employee effectiveness.

### SUGGESTION

Based on the results of the research and data analysis as well as the conclusions that have been described, the suggestions are presented as follows:

1. For organizations:
  - a. Periodic changes to laws and regulations need to be disseminated as a means of good communication to equalize understanding and perceptions between state civil servants, both leaders or employees so that synergy within the organization can be built.
  - b. The provision of remuneration at the Research and Development and Education Agency can be increased by implementing a merit system that is by qualifications, competencies and performance so that it can encourages employees to continue to develop.
  - c. To improve the management of human resources (HR) in the Research and Development and Education Agency, it is necessary to adjust employee competencies and distribute workloads. This will ensure that the work can be completed according to plan and effectively.

- d. As a training institution, the Education and Training Research and Development Agency needs to focus on developing the capabilities and expertise of employees through education and training according to their needs.

2. For future researchers, the results of this study can be used as a source of information, references, and guidelines to complement and develop further research. This includes the development of research variables, populations, and research samples.

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