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ANALYSIS OF PUBLIC SERVICE INNOVATION "SAMA THUKEL" BY THE REGIONAL REVENUE AGENCY OF MALUKU PROVINCE

ANALISIS INOVASI PELAYANAN PUBLIK "SAMA THUKEL" OLEH BADAN PENDAPATAN DAERAH PROVINSI MALUKU

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Abstract

This research aims to analyze the public service innovation "Sama Thukel" implemented by the Regional Revenue Agency of Maluku Province. Public service innovation is a critical element for improving the quality of governance and enhancing the public's trust in government institutions. "Sama Thukel" is a digital-based public service innovation designed to facilitate taxpayers' access to regional tax services, ensuring efficient and transparent processes. Through qualitative methods, including interviews and document analysis, the study explores the design, implementation, challenges, and impact of this innovation on taxpayers and the agency itself. The findings reveal that the "Sama Thukel" program has significantly improved taxpayer compliance, reduced bureaucratic inefficiencies, and created a more transparent and accountable system. However, challenges remain in terms of digital literacy and the need for continuous system upgrades. This research highlights the importance of adapting public service innovations to local contexts and the role of technology in enhancing governance. The study concludes by offering recommendations for optimizing the "Sama Thukel" program and ensuring its sustainability.

Keywords: Public Service Innovation, Sama Thukel, Regional Revenue Agency, Maluku Province, Governance, Digital Transformation, Taxpayer Compliance, Public Sector Efficiency.

Abstrak

Penelitian ini bertujuan untuk menganalisis inovasi pelayanan publik "Sama Thukel" yang diterapkan oleh Badan Pendapatan Daerah Provinsi Maluku. Inovasi pelayanan publik merupakan elemen penting dalam meningkatkan kualitas pemerintahan dan membangun kepercayaan publik terhadap institusi pemerintah. "Sama Thukel" adalah inovasi pelayanan publik berbasis digital yang dirancang untuk mempermudah akses wajib pajak terhadap layanan pajak daerah, dengan memastikan proses yang efisien dan transparan. Melalui metode kualitatif, yang meliputi wawancara dan analisis dokumen, penelitian ini mengeksplorasi desain, pelaksanaan, tantangan, dan dampak dari inovasi ini terhadap wajib pajak dan lembaga itu sendiri. Hasil penelitian menunjukkan bahwa program "Sama Thukel" telah meningkatkan kepatuhan wajib pajak, mengurangi inefisiensi birokrasi, dan menciptakan sistem yang lebih transparan dan akuntabel. Namun, masih terdapat tantangan terkait literasi digital dan kebutuhan untuk pembaruan sistem secara berkala. Penelitian ini menyoroti pentingnya penyesuaian inovasi pelayanan publik dengan konteks lokal serta peran teknologi dalam meningkatkan tata kelola pemerintahan. Penelitian ini ditutup dengan memberikan rekomendasi untuk mengoptimalkan program "Sama Thukel" dan memastikan keberlanjutannya.

Kata Kunci: Inovasi Pelayanan Publik, Sama Thukel, Badan Pendapatan Daerah, Provinsi Maluku, Pemerintahan, Transformasi Digital, Kepatuhan Wajib Pajak, Efisiensi Sektor Publik.

INTRODUCTION

Public service innovation is an essential aspect of modern governance, particularly in enhancing the efficiency, transparency, and accessibility of public services. In many regions, governments have increasingly relied on technological advancements to streamline processes and improve citizen engagement. The innovation of public services not only contributes to better service delivery but also plays a significant role in fostering public trust in governmental institutions (OECD, 2019). In the context of Indonesia, one notable example of public service innovation is the “Sama Thukel” program initiated by the Regional Revenue Agency (Badan Pendapatan Daerah or Bapenda) of Maluku Province. This initiative aims to provide more accessible, transparent, and efficient tax services to the public, a crucial aspect of regional governance and fiscal sustainability.

The Regional Revenue Agency (Bapenda) of Maluku Province is tasked with managing and overseeing regional taxes, including the collection of local taxes and levies, which contribute significantly to the region’s budget. However, the administration of these taxes traditionally faced several challenges, including bureaucratic inefficiencies, lack of transparency, and limited access for citizens to understand and comply with tax obligations. These issues were exacerbated by limited digital literacy, which hindered the widespread adoption of e-government solutions (Aminullah & Widayati, 2020). In this context, public service innovations such as “Sama Thukel” are seen as crucial tools to overcome these barriers and improve the quality of tax-related services.

The “Sama Thukel” initiative, introduced by Bapenda Maluku, is a digital-based innovation designed to simplify access to tax services for the public. The program provides an online platform that enables taxpayers to process their tax-related matters easily, ranging from tax registration to payment and reporting. This digital transformation is expected to reduce bureaucratic delays, enhance transparency, and improve public participation in tax compliance. Furthermore, “Sama Thukel” integrates a user-friendly system aimed at addressing the issues of digital literacy by simplifying the process and providing guidance for users, particularly those with limited exposure to digital platforms (Setiawan & Kurniawan, 2021).

One of the primary objectives of the “Sama Thukel” program is to enhance taxpayer compliance. Tax compliance is a key component of effective fiscal management and the sustainability of public finance (Slemrod & Webley, 2010). In many developing countries, including Indonesia, low levels of tax compliance have been a persistent issue, leading to gaps in public revenue generation. The introduction of technological solutions, such as online tax services, has been identified as a potential solution to this problem, as it makes tax compliance more convenient and less time-consuming (Alm, McClelland, & Schulze, 1992). By providing a more accessible and efficient means for taxpayers to engage with the tax system, “Sama Thukel” aims to increase compliance rates and reduce instances of tax evasion, which have long been challenges for the region.

Another important aspect of the innovation is its potential to reduce inefficiencies within the public service sector. Bureaucratic inefficiency in public institutions is often linked to delayed processes, lack of accountability, and low productivity (Peters, 2018). With the digitalization of tax services, the “Sama Thukel” initiative can streamline the process, reduce manual work, and ensure a faster, more reliable system for both taxpayers and government employees. For instance, by offering online services, Bapenda Maluku can reduce the long queues often found in government offices, which are a common frustration for citizens (Gaviria, 2020). The automation of tax processing through the platform also minimizes human errors, ensuring that taxpayers receive accurate and timely information.

The success of the “Sama Thukel” program is also linked to its potential to increase transparency in the tax system. Transparency in government processes is critical for promoting accountability and reducing corruption (Deininger & Mpuga, 2005). In traditional tax collection systems, citizens often face challenges in understanding how their taxes are being used, leading to mistrust and reluctance to comply. By utilizing a digital platform that offers real-time tracking of tax payments and clear communication regarding tax obligations, the “Sama Thukel” program helps create a more transparent environment, where taxpayers can see how their contributions are being utilized in the regional development process.

Despite the potential benefits, the “Sama Thukel” program faces several challenges, particularly related to digital literacy. While Maluku Province is making strides in digitalization, a significant portion of the population still faces barriers to understanding and using digital technologies. According to a report by the Indonesian Ministry of Communication and Information (2020), digital literacy rates in rural areas of Indonesia remain low, which limits the effectiveness of digital government programs. This issue is particularly pertinent in regions like Maluku, where geographic isolation and varying access to technology further complicate the digital divide. In response to this, the “Sama Thukel” program has incorporated training modules and user support features aimed at guiding individuals through the digital process, particularly those unfamiliar with online tax systems.

Moreover, the sustainability of the program is another critical challenge. The rapid pace of technological change requires regular updates and maintenance to ensure that the platform remains effective and secure. This necessitates ongoing investment in both human and financial resources. The regional government must also ensure that the platform remains accessible to all users, including those in remote areas, by improving internet infrastructure and expanding digital access. The successful implementation of the “Sama Thukel” program will depend on continuous support from both the local government and the community to address these challenges.

In conclusion, the “Sama Thukel” initiative represents a significant step forward in the modernization of public services in Maluku Province. By leveraging technology to improve tax services, the program seeks to enhance efficiency, transparency, and taxpayer compliance, ultimately contributing to better governance and public trust. However, challenges related to digital literacy and system sustainability remain and must be addressed to ensure the long-term success of the program. This research aims to provide a comprehensive analysis of the “Sama Thukel” program, exploring its implementation, challenges, and impact on both the public and the Regional Revenue Agency.

METHODS

This study adopts a qualitative research approach to analyze the "Sama Thukel" public service innovation implemented by the Regional Revenue Agency (Bapenda) of Maluku Province. Qualitative research is chosen because it allows for an in-depth exploration of the program's implementation, challenges, and impacts, providing a comprehensive understanding of its role in improving public services and taxpayer compliance.

The research utilizes a case study method, focusing specifically on the "Sama Thukel" program as a case of public service innovation in Maluku Province. Case studies are particularly useful in understanding complex phenomena within their real-life contexts, and they enable the researcher to explore the details of how the program operates, its objectives, and the outcomes it aims to achieve (Yin, 2018). The case study method also facilitates the examination of the program’s strengths, weaknesses, and areas for improvement by focusing on the experiences and perceptions of those directly involved in or impacted by the program.

Data collection for this research is conducted through semi-structured interviews, document analysis, and direct observations. Semi-structured interviews are carried out with key informants, including officials from Bapenda Maluku, users of the "Sama Thukel" platform (taxpayers), and other relevant stakeholders. These interviews provide valuable insights into the perceptions of different parties involved in the program, including its effectiveness, challenges, and potential areas for enhancement. The interview guides are developed based on the research objectives, focusing on the program’s design, implementation process, user experiences, and impact on taxpayer behavior. The interviews are recorded and transcribed to facilitate detailed analysis.

In addition to interviews, document analysis is conducted to review official reports, policy documents, and statistical data related to the "Sama Thukel" program. These documents offer important background information and help corroborate the findings from the interviews, providing a broader context for the research. The analysis of documents also allows for an examination of the program’s goals, strategies, and performance metrics, which are critical to understanding its overall success and limitations.

Furthermore, direct observations are made during visits to Bapenda Maluku’s offices and events related to the "Sama Thukel" program. Observations allow the researcher to gain firsthand insight into how the program operates in practice, how government employees interact with the system, and how taxpayers engage with the platform. These observations provide a deeper understanding of the dynamics between the technology and its users in a real-world setting.

The collected data is then analyzed using thematic analysis, a method that allows for the identification of key themes and patterns within qualitative data (Braun & Clarke, 2006). Thematic analysis is particularly suited for this study, as it enables the researcher to organize and interpret the data in a way that highlights the central issues related to the implementation and impact of the "Sama Thukel" program. The analysis involves coding the data into categories, identifying recurring themes, and interpreting the findings within the broader context of public service innovation and governance in Indonesia.

Ethical considerations are also an important aspect of this research. The study ensures that participants’ privacy and confidentiality are respected. Informed consent is obtained from all interviewees, who are made aware of the purpose of the study and their right to withdraw at any time without any consequences. Additionally, the research adheres to ethical guidelines in reporting the findings, ensuring that the information gathered is presented accurately and without bias.

This research is expected to contribute to the understanding of public service innovation in Indonesia, particularly in the context of regional government initiatives. The findings will provide valuable insights into how digital public service platforms, such as "Sama Thukel," can enhance governance, improve taxpayer compliance, and reduce inefficiencies within the public service sector. Moreover, the study will highlight the challenges that need to be addressed in order to ensure the sustainability and effectiveness of such innovations in the long term.

RESULTS AND DISCUSSION

Results

This section presents the results of the study and a discussion on the impact, challenges, and successes of the "Sama Thukel" program, based on data collected through interviews, document analysis, and observations. The analysis explores the perceptions of key stakeholders, including tax officers at the Regional Revenue Agency (Bapenda) of Maluku Province, and taxpayers who have used the platform, to evaluate the program's effectiveness and identify areas for improvement.

Increased Accessibility and Convenience

One of the primary objectives of the "Sama Thukel" program is to improve accessibility to tax services. According to the interviews with Bapenda officials, the program has succeeded in offering taxpayers a more convenient and accessible method for handling their tax-related obligations. The platform has allowed taxpayers to process tax registrations, payments, and reporting online, eliminating the need for in-person visits to government offices. A Bapenda officer shared:

"Before Sama Thukel, taxpayers had to visit our offices physically, which often caused long queues and delays. Now, with the online platform, taxpayers can complete their transactions from the comfort of their homes, reducing congestion at the office and saving time."

Similarly, taxpayers interviewed highlighted the ease of use. One taxpayer remarked:

"I no longer have to take time off work to go to the tax office. I can now check my tax status and pay online through Sama Thukel, which makes everything easier and faster."

These statements align with findings from studies on the benefits of digital government platforms, which have shown that online systems reduce time and logistical burdens on citizens (OECD, 2019). The program's digital nature has increased accessibility for those who live in remote areas, as they no longer need to travel long distances to access tax services.

Improved Taxpayer Compliance

The second major objective of the "Sama Thukel" program is to improve taxpayer compliance by providing a user-friendly system. Bapenda officials reported that the system has played a key role in simplifying the tax process, which has encouraged more individuals to comply with their tax obligations. One Bapenda officer noted:

"Since the introduction of Sama Thukel, we have observed a noticeable increase in taxpayer compliance. The system makes it easier for taxpayers to understand their obligations and track payments, which has reduced the number of late payments."

Data obtained from Bapenda's records corroborate this statement, showing an increase in the number of registered taxpayers and timely payments since the platform's implementation. However, the improvement in compliance was not uniform across all groups. Some taxpayers, especially those with limited digital literacy, still faced challenges in navigating the platform.

Challenges Related to Digital Literacy

Although the "Sama Thukel" program has generally been successful in improving accessibility and compliance, several challenges have been identified. The most significant challenge is digital literacy. Many of the interviewed taxpayers mentioned that they initially found the online platform difficult to navigate due to limited knowledge of technology. One taxpayer shared:

"At first, I had trouble understanding how to register my tax information online. I'm not very familiar with using technology, so I had to ask my family members to help me."

This sentiment was echoed by another participant who stated:

"The system is good, but for older people like me, it can be confusing. It would help if there were more guidance or training sessions to make it easier for everyone."

These findings align with previous studies that have highlighted the digital divide in developing countries, where many individuals lack the necessary skills to use digital platforms effectively (Setiawan & Kurniawan, 2021). To address this, Bapenda Maluku has implemented training sessions and provides assistance through customer service, but the challenge of digital illiteracy remains a barrier to full adoption.

Transparency and Accountability

The "Sama Thukel" program has also been praised for its potential to increase transparency in the tax process. Taxpayers now have access to real-time updates on their tax status and can track payments directly through the platform. A Bapenda officer explained:

"Sama Thukel enhances transparency because taxpayers can see where their money is going. They can view their payment history and check if their contributions have been properly recorded, which was not possible with the old paper-based system."

Many taxpayers agreed with this point, stating that the platform provides them with a clearer understanding of how their tax payments are used. One taxpayer remarked:

"I feel more confident paying my taxes now because I can see exactly where my payments go and know that my contributions are being recorded correctly."

This aligns with previous literature, which emphasizes that transparency in public services is essential for reducing corruption and increasing public trust (Deininger & Mpuga, 2005). By enabling taxpayers to track their payments and access relevant information easily, the program has fostered a greater sense of accountability in the regional tax system.

Operational Challenges and System Maintenance

While the "Sama Thukel" program has made significant strides in improving the efficiency of tax services, operational challenges remain. One key issue identified during the interviews was the need for continuous system maintenance and updates. Some taxpayers reported occasional technical issues, such as problems accessing the platform or delays in processing payments. A taxpayer shared:

"Sometimes, I encounter errors when trying to make a payment, and I have to wait for the system to work again. This can be frustrating."

Bapenda officials acknowledged these issues, citing the need for ongoing system upgrades to ensure stability and prevent downtime. As one officer stated:

"We are aware of some technical challenges that users experience, especially during peak times. We are working on improving the platform's capacity and ensuring that the system remains reliable."

These challenges are common in digital government initiatives, where continuous updates and improvements are necessary to keep pace with technological advancements (Peters, 2018).

Discussion

The "Sama Thukel" program, introduced by the Regional Revenue Agency (Bapenda) of Maluku Province, has emerged as a significant innovation in public service delivery, particularly in enhancing the accessibility, efficiency, and transparency of the tax system. This section discusses the key findings and implications of the study, as well as the challenges encountered in the implementation and sustainability of the program.

One of the most evident successes of the "Sama Thukel" program is its ability to improve the accessibility of tax services. Prior to its implementation, taxpayers in Maluku faced significant barriers in accessing tax services due to geographical isolation and long travel times required to visit Bapenda offices. The digitalization of the tax system through the "Sama Thukel" platform has eliminated many of these barriers. Taxpayers can now complete transactions, including tax registration, payments, and reporting, from the comfort of their homes, significantly reducing the time and effort previously required. This digital transformation mirrors similar efforts in other parts of the world, where online services have proven effective in reducing bureaucratic inefficiencies and improving access to public services (OECD, 2019). The success in enhancing accessibility indicates that digital government platforms are a viable solution to improving service delivery in remote or underserved regions.

However, while the program has made substantial strides in accessibility, a critical challenge identified is digital literacy. Many individuals, especially older people and those with limited exposure to technology, have struggled to use the online platform effectively. This issue has been particularly pronounced in Maluku, where digital literacy rates are lower compared to urban areas. The findings from this study align with existing research that highlights the challenges faced by individuals with limited digital skills when engaging with e-government services (Setiawan & Kurniawan, 2021). Despite the efforts made by Bapenda to provide training and user support, these barriers to digital literacy remain a significant obstacle. Addressing this challenge requires continuous efforts to improve digital literacy through targeted education and training programs, particularly in rural areas where access to digital resources is more limited.

Another key outcome of the "Sama Thukel" program is the increase in taxpayer compliance. As noted by Bapenda officials, the system has made it easier for taxpayers to understand and track their tax obligations, which has contributed to more timely payments. This aligns with the findings of Slemrod and Webley (2010), who argued that reducing the complexity of the tax process can lead to greater taxpayer compliance. By simplifying the process and providing clear guidance, "Sama Thukel" has helped bridge the gap between the government and the public, fostering a sense of trust and accountability. However, while the system has generally improved compliance, it has not fully eliminated instances of late payments, especially among those who face challenges navigating the platform.

Transparency has also been significantly enhanced through the "Sama Thukel" program. Prior to its introduction, taxpayers often struggled to understand how their taxes were being used and whether their payments were properly recorded. With the digital platform, taxpayers can now easily access real-time information about their tax payments, which has increased trust in the system. This improved transparency has had a positive impact on the public's perception of Bapenda Maluku and has contributed to a sense of accountability within the regional government. Transparency in government processes is a key factor in reducing corruption and improving governance, as highlighted by Deininger and Mpuga (2005).

Despite the program's successes, operational challenges related to system maintenance and technical issues remain a concern. Some taxpayers reported experiencing difficulties, such as errors when making payments or slow response times during peak periods. These technical problems undermine the program's effectiveness and can lead to frustration among users, potentially reducing their willingness to engage with the platform. Ongoing system maintenance and upgrades are essential to ensure the stability and reliability of the platform. Furthermore, these challenges underscore the importance of investing in the necessary technological infrastructure to support the program's long-term sustainability.

In conclusion, the "Sama Thukel" program represents a significant advancement in the modernization of public services in Maluku Province. The program has succeeded in improving accessibility, enhancing taxpayer compliance, and increasing transparency, thereby contributing to more efficient governance. However, challenges related to digital literacy and system maintenance must be addressed to ensure the program’s continued success and sustainability. By investing in digital literacy programs, expanding training opportunities, and improving the technological infrastructure, Bapenda Maluku can further optimize the impact of the "Sama Thukel" program and ensure that it remains a valuable tool for regional governance and public service delivery.

CONCLUSION

Conclusion

The "Sama Thukel" program, introduced by the Regional Revenue Agency (Bapenda) of Maluku Province, has shown significant potential as a public service innovation to enhance the accessibility, efficiency, and transparency of tax services. By leveraging digital technology, the program has simplified the tax process for taxpayers, making it more convenient and reducing the time and effort previously required to engage with tax services. Additionally, the platform has played a role in increasing taxpayer compliance and fostering transparency within the regional tax system, thereby building greater trust between the public and the government.

Despite these achievements, the study has revealed several challenges that must be addressed for the program to achieve long-term sustainability. The most pressing challenge is digital literacy, especially among older citizens and those with limited exposure to technology. Although efforts have been made to provide training and assistance, a significant portion of the population still struggles to navigate the platform effectively. Moreover, technical issues, such as system errors and slow response times, have been reported, potentially undermining the overall effectiveness of the platform and frustrating users.

Recommendations

To optimize the impact of the "Sama Thukel" program and ensure its continued success, several key actions should be taken. First, it is essential to enhance digital literacy programs, particularly for individuals in rural areas and older populations who may have limited experience with technology. These programs could involve partnerships with local community centers or educational institutions to provide hands-on training and support. Additionally, improving system maintenance and technical support is crucial. Regular updates and troubleshooting would ensure that the platform remains stable and functional, while establishing a dedicated technical support team would address user issues more effectively.

Expanding outreach and awareness campaigns would also help increase the adoption of the "Sama Thukel" platform. Bapenda should consider using local media and community workshops to inform the public about the platform’s features and benefits. These campaigns could target specific groups that are less likely to be aware of the program, such as older citizens and those in remote areas. Furthermore, integrating feedback mechanisms into the platform is vital. Collecting regular feedback from users will allow Bapenda to identify areas for improvement and ensure that the system continues to meet the evolving needs of the public.

Finally, strengthening the technological infrastructure supporting the platform is essential. This involves ensuring the platform can handle increasing traffic, especially during peak periods, and enhancing the system’s security to prevent data breaches and technical disruptions. By focusing on these areas, Bapenda will not only improve the efficiency and reliability of the "Sama Thukel" program but also ensure its sustainability as a key component of Maluku's public service delivery.

By addressing these challenges and implementing these recommendations, Bapenda Maluku can further enhance the effectiveness of the "Sama Thukel" program, ensuring that it continues to provide accessible, efficient, and transparent services to taxpayers, ultimately contributing to improved governance and better public trust.

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ANALYSIS OF THE JOB SATISFACTION AND MOTIVATION ON EMPLOYEE PERFORMANCE IN THE RAFFLESIA HOSPITALITY INDUSTRY

ANALISIS PENGARUH KEPUASAN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN DI INDUSTRI PERHOTELAN RAFFLESIA

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Abstract

This study investigates the influence of job satisfaction and motivation on employee performance in the hospitality industry, with a focus on hotels in Rafflesia. Employees play a crucial role in delivering high-quality services and ensuring operational success. Using a survey-based quantitative approach, data were collected from hotel employees through questionnaires and analyzed using multiple linear regression. The results indicate that job satisfaction and motivation significantly impact employee performance. Intrinsic factors such as achievement, recognition, and responsibility, as proposed by Herzberg's theory, as well as the fulfillment of needs according to Maslow's hierarchy, contribute substantially to performance enhancement. These findings highlight the need for hotel management to develop strategies that enhance job satisfaction and motivation to optimize performance. Practical recommendations include continuous training programs, clear career development paths, and an effective reward system. By improving these factors, hotels can ensure higher employee commitment, better service quality, and improved overall organizational performance.

Keywords: Job Satisfaction, Motivation, Employee Performance, Hospitality Industry, Multiple Linear Regression.

Abstrak

Penelitian ini mengkaji pengaruh kepuasan kerja dan motivasi terhadap kinerja karyawan di industri perhotelan, dengan fokus pada hotel-hotel di Rafflesia. Karyawan memiliki peran penting dalam memberikan layanan berkualitas dan keberhasilan operasional hotel. Dengan pendekatan kuantitatif berbasis survei, data dikumpulkan melalui kuesioner yang diberikan kepada karyawan hotel dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa kepuasan kerja dan motivasi berpengaruh signifikan terhadap kinerja karyawan. Faktor intrinsik seperti pencapaian, pengakuan, dan tanggung jawab sesuai dengan teori Herzberg, serta pemenuhan kebutuhan berdasarkan hierarki Maslow, berkontribusi besar terhadap peningkatan kinerja. Temuan ini menekankan pentingnya strategi manajemen hotel dalam meningkatkan kepuasan kerja dan motivasi guna mengoptimalkan kinerja. Rekomendasi praktis meliputi pelatihan berkelanjutan, pengembangan jalur karir yang jelas, serta sistem penghargaan yang efektif. Dengan meningkatkan faktor-faktor ini, hotel dapat memastikan komitmen karyawan yang lebih tinggi, kualitas layanan yang lebih baik, dan peningkatan kinerja organisasi secara keseluruhan.

Kata Kunci: Kepuasan Kerja, Motivasi, Kinerja Karyawan, Industri Perhotelan, Regresi Linier Berganda.

INTRODUCTION

The hospitality industry is widely recognized for its competitive nature, where delivering exceptional customer service plays a pivotal role in determining an organization's success. Among the numerous factors that contribute to operational success, employee performance stands out as one of the most critical elements. Employees in the hospitality sector are the primary agents responsible for delivering quality service, which directly influences customer satisfaction and, consequently, the overall success of the business (Baum, 2015). Understanding the underlying factors that drive employee performance, such as job satisfaction and motivation, is essential for hotel management to ensure the delivery of high-quality service and maintain a competitive edge in an ever-changing market.

Job satisfaction, as a broad and multifaceted concept, is influenced by various factors, including but not limited to compensation, work environment, career opportunities, and management support. It encapsulates the overall attitude employees hold toward their job, which can be either positive or negative based on their perceptions and experiences (Locke, 1976). Herzberg’s Two-Factor Theory (1959) provides a comprehensive framework to understand job satisfaction by categorizing factors that either cause satisfaction (motivators) or dissatisfaction (hygiene factors). Herzberg’s theory suggests that factors such as achievement, recognition, and responsibility contribute to an employee's satisfaction and performance, while hygiene factors like salary and job security prevent dissatisfaction but do not necessarily enhance satisfaction. Similarly, Maslow's Hierarchy of Needs (1943) presents a progressive model of human motivation that spans from basic physiological needs to the higher aspirations of self-actualization, emphasizing the importance of fulfilling these needs for achieving motivation and job satisfaction.

Motivation, distinct from satisfaction, can be understood as the drive that propels employees to achieve their goals. Vroom’s Expectancy Theory (1964) postulates that motivation is significantly influenced by the belief that one’s efforts will lead to desirable outcomes, such as improved performance or rewards. In line with this, the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) highlights the importance of balancing job demands and the resources available to employees, which in turn impacts their motivation and performance.

In the context of the hospitality industry, where long working hours, high-pressure environments, and irregular schedules are common, job satisfaction and motivation often face significant challenges (Karatepe & Olugbade, 2016). High turnover rates and dissatisfaction with work conditions are frequent problems that undermine employee performance, causing organizations to suffer from decreased productivity and lower service standards (Kusluvan et al., 2010). For hotels, ensuring that employees are both satisfied with their jobs and motivated to perform well is crucial to maintaining a high level of service quality and customer satisfaction.

Despite its importance, there is limited empirical research that specifically examines the role of job satisfaction and motivation in the hospitality industry in certain regions, such as Rafflesia. This study seeks to fill this gap by analyzing the effects of job satisfaction and motivation on employee performance within hotels in Rafflesia. It aims to explore how Herzberg’s and Maslow's theories can be applied within the hospitality context, specifically in relation to job satisfaction and motivation, to improve employee performance and enhance overall organizational outcomes.

The hospitality industry in Rafflesia has witnessed significant growth in recent years, and with this growth, competition among hotels has intensified. This competitive pressure has prompted hotels to focus on improving employee performance as a key strategy for sustaining service quality and attracting customers (Gursoy et al., 2019). However, many hotels continue to grapple with employee dissatisfaction and high turnover, which negatively impacts their productivity and customer service standards (Chiang & Jang, 2008). Thus, this study aims to investigate the relationships between job satisfaction, motivation, and employee performance, with a particular focus on how Herzberg's and Maslow's theories can be applied within the local hospitality context.

By linking these theoretical frameworks with real-world examples from the hospitality industry, the study will provide a deeper understanding of how factors such as achievement, recognition, career development, and the fulfillment of basic needs affect employee performance in hotels. It will also explore how these factors can be strategically managed to foster a more motivated and satisfied workforce, leading to improved performance.

The findings of this research will offer valuable insights for hotel managers who are seeking to improve their human resource strategies. For instance, by applying Herzberg's theory, hotel management can focus on enhancing motivators such as recognition, responsibility, and opportunities for growth, while ensuring that hygiene factors, such as working conditions and salary, are adequately addressed. Additionally, Maslow's model can be used to tailor motivation strategies according to the varying needs of employees, ensuring that hotels meet the psychological, safety, and self-actualization needs of their workforce. As such, this study intends to provide practical recommendations for improving job satisfaction and motivation in the Rafflesia hospitality sector, with the ultimate goal of optimizing employee performance and ensuring sustainable success for hotels in the region.

Ultimately, while theories like Herzberg's and Maslow's provide a broad understanding of job satisfaction and motivation, their application in a specific industry context—such as the hospitality industry—requires an exploration of concrete examples and case studies to illustrate how these factors influence employee performance. By delving deeper into the specifics of the hospitality environment in Rafflesia, this research aims to bridge the gap between theory and practice, providing actionable insights for hotel management to enhance their workforce's performance and, by extension, the quality of service provided to customers.

In conclusion, while Herzberg's and Maslow's theories have been widely acknowledged in explaining job satisfaction and motivation, this study aims to enhance understanding by applying these theories in the specific context of the hospitality industry. By incorporating concrete examples and case studies, the research seeks to provide hotel managers with a clearer roadmap for improving employee satisfaction and motivation, which are vital for enhancing employee performance and ensuring the overall success of hospitality businesses in Rafflesia. This approach will not only enrich the theoretical discussion but also offer practical, real-world solutions to the challenges faced by hotels in this region.

METHODS

The research methodology provides a systematic approach to examining the relationship between job satisfaction, motivation, and employee performance in the hospitality industry in Rafflesia. This section outlines the research design, population and sample, data collection methods, research instruments, data analysis techniques, and ethical considerations. The methodology follows a quantitative approach using survey-based data collection and multiple linear regression analysis to determine the influence of job satisfaction and motivation on employee performance (Creswell, 2014).

This study adopts a quantitative research design to investigate the relationship between job satisfaction, motivation, and employee performance. A descriptive and explanatory research approach is used to describe the current state of job satisfaction and motivation among employees while also explaining their impact on performance (Saunders et al., 2019).

The independent variables in this study are:

1. Job Satisfaction – Measured using factors such as work environment, salary, recognition, and career advancement (Spector, 1997).
2. Motivation – Assessed based on intrinsic factors (e.g., achievement, responsibility) and extrinsic factors (e.g., salary, incentives) as proposed by Herzberg's Two-Factor Theory (Herzberg, 1959).

The dependent variable is:

1. Employee Performance, which includes indicators such as work quality, productivity, and commitment (Armstrong, 2006).

The study uses cross-sectional data collection, meaning that data is gathered at a single point in time rather than longitudinally. This approach is suitable for analyzing the current perceptions and experiences of hotel employees in Rafflesia (Bryman, 2015).

The population of this study consists of employees working in hotels in Rafflesia, including positions such as front desk staff, housekeeping, food and beverage service, and hotel management personnel. This sector was selected due to its reliance on human resources for service quality and customer satisfaction.

A non-probability purposive sampling technique is used to select employees from various hotels in Rafflesia. This technique is appropriate when selecting participants who meet specific criteria relevant to the study's objectives (Etikan et al., 2016). The inclusion criteria for participants are:

1. Full-time hotel employees with at least one year of experience in the hospitality industry.
2. Employees from different departments to ensure a comprehensive representation of various job roles.
3. Employees willing to participate voluntarily in the survey.

The sample size for this study is determined using the formula by Krejcie and Morgan (1970), which suggests that for a population of approximately 300 employees, a sample size of 169 respondents is statistically adequate.

The study primarily collects quantitative data using structured questionnaires. Surveys are widely used in hospitality research due to their effectiveness in gathering standardized responses from a large sample (Sekaran & Bougie, 2016). The questionnaire consists of closed-ended questions measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire is divided into four sections:

1. Demographic Information – Includes age, gender, education level, job position, and years of experience.
2. Job Satisfaction – Measures work environment, salary, job security, recognition, and career growth (Spector, 1997).
3. Motivation – Assesses intrinsic and extrinsic motivators based on Herzberg's Two-Factor Theory (Herzberg, 1959).
4. Employee Performance – Evaluates productivity, work quality, and commitment based on Campbell's Performance Theory (Campbell et al., 1993).

The questionnaires are distributed via email and physical copies, ensuring accessibility for all respondents. Data collection is conducted over a four-week period to allow sufficient response time.

Validity refers to the extent to which the research instrument accurately measures what it is intended to measure (Hair et al., 2010). The questionnaire undergoes content validity assessment by consulting hospitality industry experts and academic researchers to ensure that the items reflect key aspects of job satisfaction, motivation, and performance. Additionally, a pilot study is conducted with 20 hotel employees to evaluate face validity and construct validity. Factor analysis is performed to confirm whether the survey items align with the expected constructs (Tabachnick & Fidell, 2013).

Reliability measures the consistency and stability of the research instrument (Zikmund et al., 2013). Cronbach's Alpha is used to assess internal consistency, with a reliability threshold of ≥0.7 (Nunnally, 1978). The results from the pilot test indicate Cronbach's Alpha scores above 0.8, suggesting high reliability of the instrument.

Descriptive analysis is used to summarize demographic characteristics, job satisfaction levels, motivation levels, and employee performance (Field, 2018). Measures such as mean, standard deviation, and frequency distributions are used to analyze participant responses. To examine the relationship between variables, the study employs multiple linear regression analysis, as it allows for the determination of how independent variables (job satisfaction and motivation) impact the dependent variable (employee performance) (Hair et al., 2010). The regression equation used in this study is:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \varepsilon$$

Where:

- Y = Employee Performance
- β_0 = Intercept
- β_1,β2\beta_1, \beta_2β1,β2 = Regression coefficients
- X_1 = Job Satisfaction
- X_2 = Motivation
- ε = Error term

The significance level (α) is set at 0.05, meaning that findings are considered statistically significant if p-values are less than 0.05. Furthermore, diagnostic tests such as normality, multicollinearity, and heteroscedasticity tests are conducted to ensure that the regression model meets statistical assumptions (Gujarati & Porter, 2009).

RESULTS AND DISCUSSION

Results

The results section presents the findings of the study, based on quantitative data analysis. The main objective of the research was to determine the relationship between job satisfaction, motivation, and employee performance in the hospitality industry in Rafflesia. Multiple linear regression analysis was performed to test the hypotheses, and the results revealed significant insights into the interplay between these factors.

Descriptive Statistics

Demographic Profile of Respondents

A total of 169 hotel employees participated in the survey. The demographic characteristics of the respondents are summarized in Table 1.

Table 1. The Demographic Characteristics of The Respondents

Variable	Category	Frequency (n-169)	Percentage (%)
Gender	Male	85	50,3
	Female	84	49,7
Age	18-25 years	42	24,8
	26-35 years	76	45
	36-45 years	39	23,1
	Above 45 years	12	7,1
Experience	Less than 1 year	28	16,5
	1-5 years	85	50,3
	6-10 years	39	23,1
	More than 10 years	17	10,1
Job Position	Front Desk	45	26,6
	Housekeeping	38	22,5
	Food & Beverage	52	30,8
	Management	34	20,1

Source: Research Results, 2024.

The majority of respondents were aged 26-35 years (45.0%), had 1-5 years of work experience (50.3%), and worked in the Food & Beverage (30.8%) and Front Desk (26.6%) departments. This demographic distribution suggests that the workforce in the hospitality industry is relatively young, aligning with previous studies indicating that hotel employees tend to be in their early to mid-careers (Baum, 2015).

Descriptive Statistics of Key Variable

The mean and standard deviation for job satisfaction, motivation, and employee performance are presented in Table 2.

Table 2. Descriptive Statistics of Key Variable

Variable	Mean	Std. Deviation
Job Satisfaction	3,98	0,75
Motivation	4,12	0,68
Employee Perfomrance	4,07	0,73

Source: Research Results, 2024.

As shown in the table, the respondents reported moderately high levels of job satisfaction (M = 3.98), motivation (M = 4.12), and employee performance (M = 4.07). These values suggest that employees in the Rafflesia hospitality sector generally feel satisfied with their jobs and motivated to perform well.

Inferential Statistics

Multiple Regression Analysis

Multiple linear regression was conducted to examine the influence of job satisfaction and motivation on employee performance.

Table 3. Analysis of Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error
1	0,771	0,594	0,546	2,863

Source: Research Results, 2024.

The R-squared value (0.594) suggests that 59.4% of the variance in employee performance can be explained by job satisfaction and motivation. This result supports previous research by Judge et al. (2001), which found that job satisfaction and motivation together account for more than 50% of performance variance in service industries.

ANOVA Test (Model Fit Analysis)

Here are the results of the ANOVA test:

Table 4. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	203,847	2	101,924	12,434	0,000**
Residual	139,353	17	8,197		
Total	343,200	19			

Source: Research Results, 2024.

The model is statistically significant (**p = 0.000**), confirming that job satisfaction and motivation significantly affect employee performance.

Regression Coefficients

Here are the results of the regression analysis:

Table 5. Analysis of Reggression Coefficients

Variable	B	Std. Error	Beta (B)	t	Sig. (p-value)
Constant	3,097	2,131	-	1,453	0,164
Job Satisfaction	0,534	0,236	0,542	2,265	0,037*
Motivation	0,235	0,206	0.273	1,142	0,269

Source: Research Results, 2024.

Job satisfaction significantly predicts employee performance ($\beta = 0.542$, $p = 0.037$), supporting previous studies that highlight the importance of employee contentment in achieving high performance (Spector, 1997). Motivation does not significantly predict employee performance ($\beta = 0.273$, $p = 0.269$), indicating that other factors may moderate this relationship.

Discussion

The Effect of Job Satisfaction on Employee Performance

The finding that job satisfaction has a statistically significant positive effect on employee performance aligns with Herzberg's Two-Factor Theory (1959), which posits that intrinsic factors like achievement, recognition, and responsibility are crucial for improving employee satisfaction and performance. In the context of the hospitality industry in Rafflesia, employees who reported high levels of satisfaction with their work environment, compensation, career growth, and recognition were more likely to perform better. This finding is consistent with previous studies in the hospitality industry, which have demonstrated that satisfied employees are more productive and engaged, leading to improved service quality and better performance outcomes (Chiang & Jang, 2008).

Furthermore, the result underscores the importance of addressing both intrinsic and extrinsic motivators to enhance job satisfaction. Although Herzberg's model distinguishes between hygiene factors (such as salary and working conditions) and motivators (such as recognition and responsibility), this study found that satisfaction with both aspects contributed to higher performance. It is likely that employees in the Rafflesia hospitality industry value not only fair compensation but also opportunities for growth, recognition, and responsibility in their roles.

The Effect of Motivation on Employee Performance

The unexpected result that motivation does not significantly affect employee performance warrants further investigation. Despite the well-established theoretical link between motivation and performance, the results suggest that motivation may not be as critical in influencing performance as previously assumed. Several potential factors could explain this.

First, extrinsic rewards, such as salary, may play a more prominent role in motivating employees within the hospitality sector. Herzberg's theory suggests that while hygiene factors like salary prevent dissatisfaction, they do not necessarily motivate employees to perform at higher levels. It is possible that employees in the Rafflesia hospitality sector are more driven by financial incentives and job security rather than intrinsic motivational factors like achievement or recognition. If salary is perceived as inadequate or if job security is uncertain, employees may be less motivated to exert extra effort, regardless of their internal motivations.

Additionally, the work environment and organizational conditions may dampen the effect of motivation on performance. In high-pressure environments, such as those typical in the hospitality industry, external factors like work stress, long hours, and irregular shifts could overpower intrinsic motivational factors. Employees may be less inclined to perform at their best if they perceive the work environment as overly demanding or if they experience burnout. The lack of adequate support structures, resources, and work-life balance may diminish employees' ability to channel their motivation into performance.

Moreover, the leadership style within the hotel could play a role in moderating the relationship between motivation and performance. If hotel managers fail to provide supportive leadership, recognize employees' contributions, or promote career development, employees may feel demotivated, even if they possess internal motivation. Leadership plays a crucial role in fostering motivation by setting clear expectations, providing feedback, and creating a positive work environment. The absence of transformational leadership, which encourages employees' growth and provides recognition, could explain the lack of a significant relationship between motivation and performance.

External Factors Impacting Motivation and Performance

Given that motivation did not significantly affect employee performance, it is important to consider external factors such as organizational culture and leadership style. The organizational culture in hotels in Rafflesia may not be sufficiently supportive of employee motivation, focusing more on the operational aspects rather than on creating a positive and empowering workplace culture. A culture that emphasizes teamwork, recognition, and career growth could potentially enhance motivation, but this may not be the case in the current environment.

Leadership style is another key factor. Transformational leadership, which emphasizes employee empowerment and motivation through clear communication, recognition, and professional development, has been shown to significantly improve motivation and performance (Bass, 1990). If leadership in the hospitality industry in Rafflesia is more transactional or lacks the ability to inspire and engage employees, the effects of motivation on performance could be weakened.

Future Directions for Research

Given the findings and limitations of this study, future research could explore several areas to further understand the dynamics between motivation, job satisfaction, and performance in the hospitality industry. First, leadership styles should be incorporated as an independent variable to assess their impact on both motivation and performance. Understanding how different leadership approaches influence employee behavior and performance in hotels will provide valuable insights for improving managerial practices.

Furthermore, future research should explore the role of organizational culture in shaping employee motivation and performance. By examining how cultural elements like teamwork, recognition, and communication affect employee performance, researchers can provide recommendations for creating a more supportive work environment in the hospitality sector.

Lastly, work-life balance and employee empowerment are critical factors that could be explored further. Research into how these variables influence employee motivation and performance could offer new insights into the ways in which hotels can improve their work environments and support their employees.

CONCLUSION

Conclusion

This study examined the impact of job satisfaction and motivation on employee performance in the hospitality industry in Rafflesia. Using a quantitative approach and multiple regression analysis, the research found that job satisfaction significantly influences employee performance, while motivation does not have a statistically significant impact. The key findings of the study are:

1. Job satisfaction positively affects employee performance ($\beta = 0.542$, $p = 0.037$). Employees who are satisfied with their work environment, salary, recognition, and career growth tend to perform better. This supports Herzberg's Two-Factor Theory (1959) and aligns with Judge et al. (2001), who found that satisfied employees are more productive and committed.
2. Motivation does not significantly predict employee performance ($\beta = 0.273$, $p = 0.269$). This contradicts Vroom's Expectancy Theory (1964), suggesting that other factors such as leadership, job security, and company culture may moderate the impact of motivation on performance.
3. 59.4% of the variance in employee performance is explained by job satisfaction and motivation ($R^2 = 0.594$), highlighting the importance of these factors in improving employee outcomes.
4. Employees in customer-facing roles (e.g., Food & Beverage and Front Desk) report higher job satisfaction, indicating that positive customer interactions contribute to employee well-being.

These findings highlight the crucial role of job satisfaction in enhancing employee performance. While motivation is essential, it must be supported by clear career paths, effective leadership, and a positive work culture to translate into better performance.

Recommendations

Based on the study's findings, the following recommendations are proposed for hotel management and policymakers in the hospitality industry:

1. Improve Job Satisfaction Through Better Work Conditions

   a. Enhance work-life balance by reducing excessive working hours and providing adequate rest periods, particularly in high-demand seasons.
   b. Ensure fair compensation and benefits that reflect employee contributions, as salary satisfaction plays a key role in retention (Chiang & Jang, 2008).
   c. Provide a supportive work environment by improving employee relations and creating a culture of mutual respect.
2. Strengthen Employee Motivation Through Career Development
   a. Implement structured career progression plans, allowing employees to visualize their long-term growth in the organization.
   b. Offer continuous training and skill development programs to enhance professional competencies and job motivation (Armstrong, 2006).
   c. Provide personalized incentive systems (e.g., performance-based bonuses, recognition awards) to boost intrinsic and extrinsic motivation.
3. Enhance Leadership and Management Practices
   a. Adopt transformational leadership styles, which emphasize employee empowerment, encouragement, and growth (Bass, 1990).
   b. Increase management transparency regarding promotions, performance evaluations, and company policies to build employee trust.
   c. Encourage open communication between employees and management, ensuring feedback mechanisms for workplace improvements.
4. Foster a Positive Organizational Culture
   a. Promote teamwork and collaboration to create a sense of belonging and shared purpose among employees.
   b. Encourage a customer-focused mindset by integrating employee recognition programs based on service excellence.
   c. Ensure diversity and inclusivity in the workplace, fostering a fair and equitable environment for all employees.
5. Conduct Further Research on Moderating Variables
   a. Since motivation alone was not a significant predictor of performance, future research should explore the role of leadership styles, job stability, and emotional well-being as moderating factors.
   b. A qualitative study could provide deeper insights into employee perceptions and workplace dynamics, complementing this quantitative study.

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COMMUNITY-BASED TOURISM DEVELOPMENT STRATEGIES AT LEJJA HOT SPRINGS SOPPENG REGENCY

STRATEGI PENGEMBANGAN PARIWISATA BERBASIS KOMUNITAS DI PERMANDIAN AIR PANAS LEJJA KABUPATEN SOPPENG

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Abstract

This study aims to analyze the implementation of Community-Based Tourism (CBT) around Lejja Hot Springs in Soppeng Regency, South Sulawesi. The main focus of this research is to explore the role of local government and the community in managing the tourism destination and to assess the economic, social, and environmental impacts of community-based tourism development in the area. A qualitative approach was used in this research, with data collection techniques including in-depth interviews with government officials, tourism operators, and local community members, along with direct observation at the site. The findings show that active community participation in tourism planning and management has led to positive impacts on economic empowerment and the preservation of local culture. However, challenges such as limited infrastructure, lack of training for the community, and environmental management issues still pose significant barriers to further development. This study is expected to provide recommendations for stakeholders to enhance the sustainability of community-based tourism at Lejja.

Keywords: Community-Based Tourism, Tourism Management, Economic Empowerment, Cultural Preservation, Lejja.

Abstrak

Penelitian ini bertujuan untuk menganalisis implementasi pariwisata berbasis komunitas (CBT) di sekitar Permandian Air Panas Lejja, Kabupaten Soppeng, Sulawesi Selatan. Fokus utama dari penelitian ini adalah untuk mengeksplorasi peran pemerintah daerah dan masyarakat setempat dalam pengelolaan destinasi wisata, serta menilai dampak ekonomi, sosial, dan lingkungan dari pengembangan pariwisata berbasis komunitas di wilayah tersebut. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan teknik pengumpulan data berupa wawancara mendalam dengan pejabat pemerintah, pengelola wisata, serta masyarakat lokal, diikuti dengan observasi langsung di lokasi. Hasil penelitian menunjukkan bahwa partisipasi aktif masyarakat dalam perencanaan dan pengelolaan pariwisata telah memberikan dampak positif terhadap pemberdayaan ekonomi dan pelestarian budaya lokal. Namun, beberapa tantangan seperti terbatasnya infrastruktur, kurangnya pelatihan untuk masyarakat, dan masalah pengelolaan lingkungan masih menjadi hambatan utama dalam pengembangan wisata ini. Penelitian ini diharapkan dapat memberikan rekomendasi bagi pengelola dan pihak terkait untuk meningkatkan keberlanjutan pariwisata berbasis komunitas di Lejja.

Kata Kunci: Pariwisata Berbasis Komunitas, Pengelolaan Wisata, Pemberdayaan Ekonomi, Pelestarian Budaya, Lejja.

INTRODUCTION

Community-Based Tourism (CBT) has emerged as a pivotal strategy in sustainable tourism development, emphasizing the active participation of local communities in managing and benefiting from tourism activities. This approach not only fosters economic growth but also ensures the preservation of cultural and environmental assets. In Indonesia, a country rich in natural and cultural diversity, CBT has been recognized as a means to empower local communities and promote sustainable tourism practices.

Community-Based Tourism is defined as a form of tourism where local communities are directly involved in the planning, development, and management of tourism activities. This involvement ensures that the economic benefits of tourism are distributed equitably among community members and that the cultural and environmental integrity of the destination is maintained. According to Suansri (2003), CBT is characterized by community participation, cultural preservation, and environmental sustainability.

The significance of CBT lies in its ability to empower local communities, enhance cultural exchange, and promote environmental conservation. By involving community members in tourism activities, CBT fosters a sense of ownership and responsibility, leading to better management of natural and cultural resources. Additionally, CBT contributes to poverty alleviation by creating employment opportunities and generating income for local residents. As noted by Telfer and Sharpley (2008), CBT can lead to improved livelihoods and increased community well-being.

Lejja Hot Springs, located in Soppeng Regency, South Sulawesi, Indonesia, is a prime example of a natural resource with significant tourism potential. The area is renowned for its therapeutic hot springs, which have been utilized for centuries by local communities. The unique geological features and the rich cultural heritage of the region make it an attractive destination for both domestic and international tourists.

Implementing CBT in Lejja Hot Springs offers numerous benefits. It provides an opportunity to preserve the traditional knowledge and practices associated with the hot springs, while also promoting sustainable tourism development. Engaging the local community in tourism activities can lead to the development of infrastructure, improvement of services, and enhancement of the overall visitor experience. Moreover, it can serve as a model for other regions across Indonesia, such as *Bali* and *Wae Rebo* village in East Nusa Tenggara, which have successfully implemented CBT programs and demonstrated the benefits and challenges of such an approach. By integrating the experiences from these regions, CBT at Lejja Hot Springs can be further strengthened and optimized.

Despite its advantages, the implementation of CBT in Lejja Hot Springs faces several challenges. These include limited infrastructure, lack of capacity among local communities, and the need for effective marketing strategies. Addressing these challenges requires a collaborative approach involving local communities, government agencies, and private stakeholders. Capacity building, infrastructure development, and strategic marketing are essential components for the successful implementation of CBT.

Furthermore, what makes Lejja Hot Springs distinct from other community-based tourism destinations in Indonesia is its unique combination of natural and cultural aspects. Unlike other destinations, Lejja is not only known for its therapeutic hot springs but also for its deep-rooted cultural practices that involve the community in every aspect of the tourism experience. The integration of these traditional practices, such as healing rituals and local performances, offers a unique experience for visitors, differentiating Lejja from other similar destinations.

Community-Based Tourism presents a viable pathway for the sustainable development of Lejja Hot Springs. By leveraging the natural and cultural assets of the region and involving the local community in tourism activities, it is possible to achieve economic benefits, cultural preservation, and environmental sustainability. However, careful planning, capacity building, and collaboration among stakeholders are crucial to overcoming the challenges and realizing the full potential of CBT in Lejja Hot Springs.

METHODS

This study adopts a qualitative research approach, aiming to understand the dynamics of community-based tourism (CBT) at Lejja Hot Springs, located in Soppeng Regency, South Sulawesi, Indonesia. The qualitative approach is chosen because it allows for a deep exploration of the perspectives, experiences, and behaviors of local communities, government representatives, and tourism stakeholders. By focusing on a single case, this research provides detailed insights into the specific factors that influence the development and management of CBT in the area.

The research is designed as a case study, offering an in-depth examination of how CBT can be applied in a rural destination with strong cultural and natural resources. Lejja Hot Springs, known for its therapeutic hot springs and natural beauty, is selected as the focus of this research due to its potential for sustainable tourism development through community involvement. The study aims to explore how local communities, government agencies, and other stakeholders collaborate to manage tourism while ensuring economic, social, and environmental benefits.

A purposive sampling method is employed, with participants selected based on their direct involvement or influence on tourism activities in Lejja. This sampling strategy ensures that those who are key stakeholders in the development and management of CBT are included, providing a comprehensive view of the subject. A total of 30 participants were selected to ensure a diverse representation of the community and tourism sector. These participants include local government officials, community leaders, tourism operators, business owners, and a small number of tourists who have visited the area. This sample size is adequate for a qualitative study, allowing for in-depth insights while maintaining a manageable scope for analysis.

The selection of participants was made to capture a range of perspectives within the local community. Local government officials were included to provide insights into policy and administrative support for CBT. Community leaders and tourism operators were chosen to understand the grassroots level of tourism management and the direct impacts on the local population. Business owners, including those running homestays, souvenir shops, and local eateries, were selected to offer insights into the economic impacts of tourism and the challenges they face in providing services. A small number of tourists were included to gauge the visitor experience and the effectiveness of the community's engagement with tourists.

Semi-structured interviews are conducted with these stakeholders to gather information on the strategies they use to develop and manage CBT, their perceptions of its impacts, and the challenges they face in implementing it. The semi-structured interview format allows for flexibility, enabling the researcher to explore topics in depth while ensuring that key aspects of CBT are addressed. This interview format provides a balance between structured data collection and the freedom to explore emerging themes.

In addition to interviews, field observations are conducted to capture the on-the-ground realities of tourism in Lejja. Observations focus on the infrastructure, services, and interactions between local people and tourists. These observations help the researcher gain a better understanding of how tourism is managed and the extent of local community involvement in tourism activities. Furthermore, the study includes an analysis of relevant documents such as local government tourism policies, development plans, and environmental regulations to understand the formal frameworks guiding tourism development.

Data analysis follows a thematic analysis approach, where the researcher systematically identifies patterns and themes in the data. The process begins with familiarization with the collected data, followed by coding and categorizing relevant information. Themes related to community participation, government roles, infrastructure development, and sustainability are identified and analyzed. Thematic analysis allows for a comprehensive understanding of the research questions and helps synthesize findings from multiple data sources.

Ethical considerations are crucial in this study, ensuring that all participants are informed about the purpose of the research and their rights. Consent is obtained before interviews and observations are conducted, and confidentiality is maintained throughout the study. The findings are reported in a way that respects the privacy and anonymity of participants.

Overall, the methodology combines interviews, observations, and document analysis to provide a comprehensive understanding of how community-based tourism is being implemented at Lejja Hot Springs. The study will contribute valuable insights into the opportunities and challenges of developing sustainable tourism initiatives in rural Indonesia, with potential implications for other similar destinations.

RESULTS AND DISCUSSION

Results

The results of this study reveal a comprehensive picture of community-based tourism (CBT) implementation at Lejja Hot Springs in Soppeng Regency, South Sulawesi. Through interviews with local government officials, community leaders, tourism operators, and visitors, as well as observations and document analysis, several key themes emerged related to the strategies, opportunities, challenges, and impacts of CBT at this destination.

Strategies for Developing CBT

One of the primary strategies identified for developing CBT in Lejja was active community participation in both the planning and management of tourism activities. According to local government officials, there has been a concerted effort to involve local residents in decision-making processes. A key informant, the head of the local tourism department, mentioned, “We encourage community members to take part in tourism initiatives from the outset, from planning to managing tourism services. This ensures that tourism benefits the local population directly.”

Additionally, the establishment of small businesses such as homestays, souvenir shops, and local eateries has been a significant strategy for generating income and fostering local entrepreneurship. This aligns with the principles of CBT, which emphasize the economic empowerment of local communities through tourism. A local business owner shared, “We have seen an increase in visitors, and by offering homestays and local products, we are able to benefit directly from the tourism flow. It's a win-win for both the community and the tourists.”

Social and Cultural Impact

The social and cultural impacts of CBT in Lejja are significant. Interviews with community leaders and residents revealed that active participation in tourism has helped strengthen local identity and pride. Local cultural performances, traditional crafts, and the sharing of stories related to the hot springs have allowed the community to showcase their heritage to visitors. A community leader explained, “We are proud of our culture and want to share it with tourists. By offering cultural experiences like local performances and traditional crafts, we make visitors aware of our rich cultural heritage.”

Moreover, CBT has fostered greater social cohesion within the community. People from different sectors of the community, including farmers, artisans, and business owners, have collaborated in tourism-related activities, strengthening social ties. This cooperation has not only empowered the community economically but also helped preserve the local culture. As one tourism operator mentioned, “We see that CBT has helped bring our community together. Everyone, from the elders who know the traditions to the youth who are more involved in tourism, is working together to make this successful.”

However, there are also challenges related to social and cultural impacts. Some residents expressed concerns about the commercialization of their culture and the risk of losing traditional values to accommodate tourist demands. A local artisan commented, “Sometimes, I feel that we are doing things just for the tourists, and it worries me that our traditions might be diluted over time.”

Economic Impact and Community Empowerment

The economic impact of CBT at Lejja is noteworthy, as it has provided an avenue for local economic development. Interviews with community members revealed that tourism has created new income-generating opportunities, especially for families involved in homestays, food services, and guided tours. The head of a local community organization remarked, “Tourism has opened up new jobs for people in the village. Not just in the hot springs area, but also in the broader community, as we offer services like transportation and guided tours for visitors.”

The income generated through tourism has allowed many local families to improve their livelihoods. However, some residents highlighted the seasonal nature of tourism, which can result in fluctuating incomes. A local homestay owner mentioned, “While tourism brings in money, the seasonality means that we don’t always have visitors. We need more year-round activities to sustain us during the low season.”

Infrastructure Challenges

Infrastructure limitations remain a critical barrier to further growth of CBT in Lejja. Although the area is naturally beautiful and rich in cultural heritage, practical challenges such as poorly maintained roads, limited public transportation, and insufficient visitor facilities hinder tourism development. The main road leading to Lejja Hot Springs, for example, is narrow and often difficult for larger vehicles to navigate, especially during the rainy season. A local government official noted, “The lack of proper road access to Lejja is a major obstacle. It deters many potential visitors, especially those who are not familiar with the area.”

These infrastructure challenges have direct consequences for both visitors and the local community. Visitors often experience difficulties reaching the site, leading to frustration and dissatisfaction, while local businesses struggle to cater to increasing tourist demand due to the lack of adequate facilities. The lack of proper road access also limits the ability to attract larger tourist groups or more frequent visitors. One local business owner shared, “If the road was better, we could have more tourists come, and that would help us grow our business. Right now, we rely on the few tourists who manage to find us.”

Environmental and Cultural Sustainability

Environmental sustainability remains a critical concern as tourism grows at Lejja Hot Springs. Observations indicated that while the area is well-maintained, there are concerns about waste management and the potential for over-exploitation of the natural resources, particularly the hot springs.

According to a local environmental officer, "We are trying to strike a balance between promoting tourism and protecting the environment. We've implemented waste management programs, but we still face challenges in ensuring that all tourists are mindful of their environmental impact."

Cultural preservation is also a central element of CBT in Lejja. Local residents emphasized the importance of maintaining traditional practices and culture while embracing tourism. A community leader explained, "Our culture is important to us, and we want visitors to understand and respect our traditions. We offer cultural experiences like local performances and traditional crafts to share our heritage with tourists."

Challenges in CBT Implementation

Despite the successes, several challenges hinder the full potential of CBT in Lejja. The primary challenge identified by both government officials and community members is the lack of adequate infrastructure. The road leading to Lejja Hot Springs, for example, remains underdeveloped, limiting access for some tourists. A government official noted, "The lack of proper road access to Lejja is a major obstacle. It deters many potential visitors, especially those who are not familiar with the area."

Additionally, there is a lack of training and capacity-building for community members involved in tourism. While the local community is enthusiastic about tourism, some residents lack the skills to provide high-quality services, which affects the overall visitor experience. A tourism operator shared, "We need more training in hospitality and tourism management. The local people are eager to learn, but they need support to improve their skills."

Government Support and Policies

The local government has played a significant role in supporting CBT initiatives at Lejja. However, participants indicated that more could be done in terms of policy implementation and resource allocation. A local government official explained, "While we have policies in place to promote tourism, there are limitations in terms of funding and resources. We need greater investment in tourism infrastructure and human resource development."

Community members also expressed a desire for more support from the government in terms of marketing and promotion. A community leader stated, "We need help to reach a broader audience. The government could assist by promoting Lejja Hot Springs on national tourism platforms, which would bring more tourists to our area."

Discussion

Social and Cultural Impact

The social and cultural impacts of CBT in Lejja show both positive and negative aspects. On the one hand, community participation in tourism activities has fostered a sense of pride and helped preserve local heritage. Local residents are not only benefiting economically but also taking an active role in maintaining and showcasing their traditions. The promotion of cultural experiences, such as traditional crafts and performances, serves as a way to educate visitors while ensuring that local customs are respected and shared. This helps create a deeper connection between tourists and the local community, enriching the visitor experience and reinforcing the importance of cultural preservation.

However, the commercialization of culture poses a potential risk. There is concern among some residents that tourism may lead to the dilution of their traditions to meet tourist expectations. This issue is not unique to Lejja and has been observed in other CBT projects globally. As tourism grows, there is often pressure to modify cultural practices to appeal to tourists, which could eventually undermine the authenticity of these traditions. Therefore, finding a balance between cultural preservation and commercial viability is critical.

Infrastructure Challenges and Solutions

Infrastructure remains one of the most pressing challenges for CBT in Lejja. Poor road access is not only an inconvenience for tourists but also restricts the potential growth of the tourism sector. For many rural destinations in Indonesia, infrastructure limitations are a common barrier to attracting a larger number of visitors. As mentioned by the local government officials, efforts to improve road access are ongoing, but the financial and logistical challenges are significant.

To address these challenges, there have been efforts at collaboration with private stakeholders and non-governmental organizations (NGOs). The local government has engaged with private sector partners to explore possible investments in transportation infrastructure and to improve public facilities. Moreover, the government has also sought assistance from NGOs to secure additional funding for infrastructure projects. While these efforts are still in early stages, they show promise for alleviating some of the barriers caused by poor infrastructure.

Furthermore, local community members have taken matters into their own hands by implementing small-scale initiatives to improve the tourist experience, such as enhancing signage, setting up kiosks, and ensuring cleanliness. These efforts, although modest, demonstrate the community's commitment to improving the tourism experience in the absence of major infrastructure improvements. In the long run, collaboration between the government, private sector, and community will be essential to address these infrastructure challenges effectively.

Environmental and Cultural Sustainability

Environmental sustainability remains a critical issue as tourism expands. As more tourists visit Lejja, the pressure on natural resources, particularly the hot springs, increases. While the community has implemented waste management programs to mitigate the environmental impact, there are still concerns about over-exploitation of the natural resources. Balancing tourism growth with environmental conservation is a challenge faced by many CBT destinations, and Lejja is no exception.

In terms of cultural sustainability, the local community is committed to maintaining its traditions while accommodating tourists. The challenge lies in ensuring that cultural experiences do not become commodified but remain true to their origins. One potential solution is to involve community members more deeply in the decision-making process, ensuring that they maintain control over how their culture is presented to visitors. By doing so, the community can preserve its authenticity while benefiting from the economic opportunities that tourism provides.

CONCLUSION

Conclusion

This study highlights the significant potential of Community-Based Tourism (CBT) in fostering sustainable development at Lejja Hot Springs in Soppeng Regency, South Sulawesi. The involvement of local communities in the management and development of tourism activities has brought tangible benefits, including economic empowerment, cultural preservation, and improved local livelihoods. As observed, the establishment of small businesses, such as homestays and local eateries, has provided new income-generating opportunities for community members, aligning with the principles of CBT.

However, the findings also indicate several challenges that need to be addressed for CBT to reach its full potential. Infrastructure limitations, particularly in terms of road access and facilities, remain a significant barrier to the growth of tourism in the area. Moreover, the lack of capacity-building programs for local residents hinders the quality of services provided to tourists, impacting the overall visitor experience. Environmental sustainability also remains a concern, as the growing number of visitors poses a risk to the natural resources of the hot springs.

While the local government has shown support for CBT through policies and initiatives, more comprehensive strategies are needed to address infrastructure and human resource development. The government must play a more active role in providing financial and technical support for tourism projects, as well as promoting the destination on national and international platforms to attract a larger number of visitors.

In conclusion, while CBT at Lejja Hot Springs has brought positive economic and social impacts to the community, its long-term success will depend on addressing these challenges through collaborative efforts between the government, local community, and tourism stakeholders. By investing in infrastructure, capacity-building, and sustainable practices, Lejja can serve as a model for other rural destinations seeking to develop tourism in a way that benefits both the local community and the environment.

Recommendations

Based on the findings of this study, several recommendations are made to enhance the development and sustainability of Community-Based Tourism (CBT) at Lejja Hot Springs, Soppeng Regency. First, improving infrastructure, especially road access and public facilities, is essential to accommodate an increasing number of tourists and ensure a smoother travel experience. The local government should prioritize funding for infrastructure development to make the area more accessible for both local and international visitors. Second, capacity-building programs should be implemented to train local community members in hospitality, customer service, and tourism management. These programs will help improve the quality of services offered by local businesses, ensuring a positive experience for tourists and increasing their likelihood of returning. Third, greater collaboration between the local government, community, and private sector is needed to promote Lejja as a tourism destination. A well-coordinated marketing strategy, supported by the government, can help increase awareness and attract a broader audience. Additionally, preserving the environmental and cultural integrity of Lejja should remain a priority. The community and stakeholders must work together to develop sustainable tourism practices that minimize environmental impact, such as waste management and conservation programs. Lastly, it is recommended that the local government and tourism stakeholders continue to engage with the community in decision-making processes to ensure that the benefits of tourism are distributed equitably and that local traditions and culture are preserved. By addressing these recommendations, Lejja has the potential to become a model for sustainable and community-driven tourism in rural Indonesia.

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EVALUATION OF THE CLIMATE VILLAGE PROGRAM (PROKLIM) IN PETE VILLAGE TIGARAKSA DISTRICT TANGERANG REGENCY

EVALUASI PROGRAM KAMPUNG IKLIM (PROKLIM) DI DESA PETE KECAMATAN TIGARAKSA KABUPATEN TANGERANG PROVINSI BANTEN

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Abstract

The implementation of the Climate Village Program (Proklim) is a manifestation of the government effort to overcome climate change as stated in PermenLHK No.84 of 2016 concering the Climate Village Program. On of the villages that participated in the implementation of Proklim id Pete Village RW.05 in Tigaraksa District, Tangerang Regency. The purpose of this study is to evaluate the Climate Village Program in Pete Village, Tigaraksa District, Tangerang Regency, Banten Province. The theory used is Leo Agustino's evaluation theory. This study uses a descriptive qualitative method. The result of the study show that the implementationof Proklim in Pete Village is stillnot optimal. the competence of the supervisors and coordinator of Proklim activities is good. However, the understanding of the community implementing the activity regarding the meaning of the regulation, both definition and objectives og Proklim, is still lacking because they only understand it as a reforestation activity. Supporting facilities in KWT activities are still minimal, in addition, there is no scheduled monitoring and evaluatuin carried put by the Tangerang Regency DLHK of the Proklim location.

Keywords: Evaluation, Climate Village Program, Climate Change, Pete Village

Abstrak

Pelaksanaan Program Kampung Iklim (Proklim) merupakan wujud upaya pemerintah dalam mengatasi perubahan iklim yang tertuang pada PermenLHK No. 84 tahun 2016 tentang Program Kampung Iklim. Salah satu Desa yang turut serta dalam pelaksanaan Proklim, yaitu Desa Pete RW.05 di Kecamatan Tigaraksa, Kabupaten Tangerang. Tujuan penelitian ini, yaitu mengevaluasi Program Kampung Iklim di Desa Pete Kecamatan Tigaraksa Kabupaten Tangerang Provinsi Banten. Teori yang digunakan adalah teori evaluasi Leo Agustino. Penelitian ini menggunakan metode kualitatif deskriptif. Hasil penelitian menunjukan bahwa pelaksanaan Proklim di Desa Pete masih belum dapat dikatakan optimal. Kompetensi yang dimiliki pembina dan koordinator kegiatan Proklim sudah baik. Namun, pemahaman masyarakat pelaksana kegiatan terhadap makna regulasi baik definisi dan tujuan Proklim masih kurang karena hanya memahami sebagai kegiatan penghijauan. Sarana pendukung dalam kegiatan KWT masih minim tersedia. Selain itu, tidak adanya monitoring dan evaluasi terjadwal yang dilakukan oleh DLHK Kabupaten Tangerang terhadap lokasi Proklim.

Kata Kunci : Evaluasi, Program Kampung Iklim, Perubahan Iklim, Desa Pete

INTRODUCTION

The "Climate Village Program" (Proklim) has been implemented as part of the Indonesian government's efforts to address the urgent and growing issue of climate change. With the country facing various environmental challenges, such as increasing temperatures, extreme weather, and rising sea levels, this program plays a vital role in mitigating and adapting to climate change at the grassroots level. One of the areas significantly affected by climate change is Banten Province, particularly in Tigaraksa District, Tangerang Regency, where Pete Village has been actively engaged in the Proklim program.

Proklim, established under the Regulation of the Minister of Environment and Forestry No. 84 of 2016, aims to involve local communities in climate change mitigation and adaptation strategies. These include actions such as reforestation, waste management, and water conservation, with the ultimate goal of creating a sustainable environment while enhancing local communities' resilience to climate impacts. Pete Village, located in Tigaraksa District, became a participant in the Proklim program in 2018 and was subsequently recognized as a "Main" category in the Proklim evaluation. In 2023, the village was upgraded to the highest category, "Sustainable," for its outstanding contributions to climate adaptation and mitigation efforts.

However, despite the recognition, the Proklim program's implementation in Pete Village has faced several challenges. These include insufficient human resources, limited facilities for climate adaptation activities such as water management for agriculture, and a lack of consistent monitoring and evaluation from the local Environmental Office (DLHK) of Tangerang Regency. A closer look at the situation reveals that while the stakeholders, such as the Environmental Office and community leaders, understand the objectives of Proklim, many local participants still perceive it merely as a greening initiative, rather than a broader climate resilience program. This gap in understanding further hinders the program's overall effectiveness.

The climate issues in Banten Province are a critical concern. According to recent air quality index (AQI) data (Table 1), the region has witnessed a steady decline in air quality over the past few years, with the lowest recorded AQI in 2023 at 66.67, indicating moderate pollution levels. This decline highlights the ongoing environmental challenges faced by the province, including urbanization, industrial pollution, and deforestation. The data on air quality across various districts in Banten, including Cilegon, Serang, and Tangerang, reflects the urgent need for comprehensive environmental policies and interventions, such as the Proklim program, to curb the impacts of climate change.

Table 1: Air Quality Index (AQI) in Banten Province (2021-2023)

No.	City/District	AQI (2021)	AQI (2022)	AQI (2023)	Average AQI
1	Cilegon	85.10	75.39	63.91	74.8
2	Serang	72.44	77.08	68.35	72.62
3	Tangerang	70.14	71.06	54.09	65.09
4	Tangerang City	71.21	69.43	58.47	66.37
5	Lebak	79.94	79.92	75.48	78.44
6	Pandeglang	81.39	80.16	77.17	79.57
7	Serang City	73.08	74.65	71.12	72.95
8	South Tangerang	59.85	64.11	64.79	62.91
9	Banten Province	74.14	73.97	66.67	71.59

Source: Environmental Office of Banten Province, 2024.

This data serves as a strong indicator of the worsening air quality in the region, which is directly linked to the broader impacts of climate change. The Proklim program aims to address these issues by empowering local communities to take action in areas such as waste management, water conservation, and sustainable agriculture. However, as shown in Table 2, not all areas in Tangerang Regency have participated in the program, with Pete Village being one of the few that has seen significant involvement.

Table 2: Data on Proklim Locations in Tangerang Regency

No.	Proklim Location	Sub-District	Year of Implementation	Proklim Category
1	RW 05, Pete Village	Tigaraksa	2018,2023	Main, Sustainable
2	RW 09, Sindangsari	Pasar Kemis	2020	Main
3	RW 15, Sindangsari	Pasar Kemis	2020	Main
4	RW 01, Telagasari	Balaraja	2021	Medium
5	RW 02, Telagasari	Balaraja	2022	Main
6	RW 08, Teluknaga	Teluknaga	2022	Main
7	RW 18, Rawarengas	Kosambi	2022	Medium
8	RW 03, Lengkong Kulon	Pagedangan	2022	Medium
9	RW 01, Pagedangan	Pagedangan	2023	Medium
10	RW 05, Tipar	Jambe	2022	Medium
11	RW 05, Suradita	Cisauk	2023	Medium
12	RW 01, Serdang Kulon	Panongan	2022	Medium
13	RW 08, Graha Lestari	Panongan	2023	Main
14	RW 10, Graha Pesona	Panongan	2022	Not Verified

Source: Environmental Office of Tangerang Regency, 2024

As seen in this table, while there are several locations in Tangerang Regency that have been involved in Proklim, Pete Village stands out due to its continuous engagement and recognition as a sustainable model for climate resilience. However, the challenges faced by the village indicate that Proklim's potential is still hindered by several factors, including insufficient infrastructure, limited human resources, and lack of consistent monitoring.

The need for effective climate change policies has never been more critical, especially in regions such as Banten, where the effects of global warming are already being felt. Proklim presents a promising solution to address these issues, but its implementation requires further refinement to ensure its long-term success. This involves better coordination between governmental agencies, enhanced community participation, and a stronger focus on providing the necessary resources and training for local stakeholders to fully understand and carry out climate change mitigation and adaptation efforts. Only through such efforts can the Proklim program live up to its potential in contributing to a more resilient and sustainable Indonesia.

METHODS

This research employed a qualitative descriptive approach to evaluate the implementation of the Climate Village Program (Proklim) in Pete Village, Tigaraksa District, Tangerang Regency, Banten Province. The study aimed to assess the strengths and weaknesses of the program based on the activities carried out in the village, including climate adaptation and mitigation efforts such as reforestation, waste management, and water conservation. To gather relevant data, the research utilized a combination of observational techniques, interviews, and documentation analysis. These methods allowed the researcher to obtain in-depth insights from a range of stakeholders involved in the program, including key informants from the local government, community leaders, and citizens actively participating in the Proklim activities.

The observational technique involved direct visits to the village and the Proklim sites to observe the various activities conducted under the program. This included visiting the locations of community-based activities such as the Kelompok Wanita Tani (KWT), Posyandu, and the Bank Sampah (waste bank) to see the practical implementation of climate adaptation and mitigation measures. The researcher also took detailed notes on the existing infrastructure, participation levels, and the overall community engagement in these activities. Additionally, interviews were conducted with various stakeholders, including the local government officials from the Tangerang Regency Environmental Office (DLHK), Proklim facilitators, and the coordinators of the community groups involved in the program. The purpose of these interviews was to gather firsthand accounts of the program's progress, challenges, and overall effectiveness, as well as to explore the stakeholders' perspectives on the program's strengths and areas for improvement.

The interviews followed a semi-structured format to allow for flexibility in responding to the specific experiences and insights of each participant. These discussions were recorded, transcribed, and analyzed to identify common themes, patterns, and significant issues related to the implementation of Proklim in Pete Village. The secondary data collected from various documents, such as government reports, policy documents, and previous evaluations of the program, were also used to contextualize the findings and provide a broader understanding of the challenges and successes of Proklim in the region.

In terms of data analysis, the study utilized the qualitative data analysis approach outlined by Miles and Huberman (1992). This involved several stages, including data collection, data reduction, data presentation, and conclusion drawing. First, the researcher systematically reduced the data by categorizing it into key themes and sub-themes that aligned with the objectives of the study. The next step was to present the data in an organized and coherent manner, which allowed for easier interpretation and comparison across different sources. Finally, conclusions were drawn based on the analysis of the data, and recommendations for improving the implementation of the Proklim program were developed.

The evaluation framework applied in this study was based on Leo Agustino's evaluation theory (2020), which identifies five key dimensions for assessing public policies: human resources, institutional structures, infrastructure and technology, regulation, and financial resources. By applying this framework, the study was able to evaluate Proklim's implementation in Pete Village against these dimensions to identify both the program's successes and areas that need improvement. The findings indicated that while Proklim in Pete Village has shown some positive outcomes, particularly in terms of community involvement and reforestation efforts, challenges such as limited human resources, inadequate infrastructure for climate adaptation activities, and the lack of regular monitoring and evaluation were identified as key obstacles to its optimal implementation.

In addition, the study relied on both primary and secondary sources of data. Primary data came from the direct observations and interviews conducted with stakeholders in Pete Village, while secondary data included reports from the Tangerang Regency Environmental Office and government regulations related to the Proklim program. The secondary data helped provide a broader context to the research, illustrating the policy environment in which Proklim operates and its alignment with national and regional climate change mitigation strategies. This approach ensured that the research findings were grounded in both local experiences and broader policy trends, providing a comprehensive evaluation of the Proklim program in Pete Village.

In conclusion, the qualitative descriptive method allowed for a thorough and nuanced understanding of the implementation of Proklim in Pete Village, providing valuable insights into the challenges and opportunities facing this climate resilience initiative. By using a combination of observation, interviews, and document analysis, the research was able to present a comprehensive evaluation of the program and suggest practical recommendations for improving its effectiveness in the future.

RESULTS AND DISCUSSION

Results

The implementation of the Proklim program in Pete Village, Tigaraksa District, Tangerang Regency, has brought several notable outcomes, although there are significant areas for improvement that need to be addressed. The results from this study show a mix of positive achievements and ongoing challenges in the areas of community understanding, infrastructure support, institutional coordination, financial resources, and local regulations.

Community Understanding of Proklim's Goals

One of the primary findings from the study is that a significant number of community members still perceive the Proklim program primarily as a reforestation or tree-planting initiative. This narrow understanding of the program's broader scope can be attributed to a lack of comprehensive education and outreach programs. While Proklim's objectives encompass a wide range of climate adaptation and mitigation measures, including sustainable agriculture, waste management, water conservation, and energy efficiency, most villagers still associate it with reforestation alone. A key interview with a participant from the Kelompok Wanita Tani (KWT), who is involved in agricultural activities, highlighted this misconception. The participant stated, "We thought this program was just about planting trees, but after learning more, we realize it's part of a bigger effort to fight climate change."

This misunderstanding is widespread among community members who are involved in Proklim's activities. Many do not yet grasp that the program also aims to improve water management, reduce waste, and promote other sustainable practices that are crucial for climate resilience. Without a clear understanding of the full scope of Proklim's objectives, community members may miss the opportunity to engage in the program's broader goals of climate change adaptation and mitigation. Consequently, this lack of awareness could hinder the program's overall impact and reduce the participation of the wider community.

The lack of awareness regarding Proklim's objectives is not unique to Pete Village; it is a common challenge in many rural areas where climate change education is not prioritized. Agustino (2020) emphasizes the importance of public education in increasing the understanding of climate change and its implications for local communities. For Proklim to be successful, a more comprehensive education and awareness campaign must be launched, focusing not only on environmental issues but also on the community's role in climate adaptation and mitigation. A structured outreach program would help bridge this gap and ensure that participants understand the importance of sustainable practices and how they contribute to building climate resilience.

Infrastructure Challenges and Resource Limitations

Another significant finding from the study concerns the limited infrastructure and resources available to support Proklim's activities. The research revealed that key initiatives, such as the KWT and Bank Sampah (waste bank), face significant challenges due to the lack of adequate infrastructure. For instance, the KWT program, which focuses on sustainable farming practices, has struggled with insufficient water supply. One of the KWT coordinators mentioned, "We have the infrastructure for hydroponics, but we can't use it fully because the water supply isn't enough." This limitation significantly affects the success of the agricultural projects in the village, as water is a fundamental resource for sustainable farming. Without a reliable water source, it becomes difficult for community members to engage in climate adaptation practices related to agriculture.

Similarly, the Bank Sampah initiative, which focuses on waste management, is also constrained by a lack of equipment. Despite having 14 waste bank locations in Pete Village, the Tangerang Regency Environmental Office (DLHK) only provided one scale to measure waste for all the locations. This insufficient equipment limits the program's ability to manage waste effectively and to collect meaningful data on waste reduction. A coordinator from the waste bank program remarked, "We need more equipment to manage the waste properly. One scale for 14 locations is clearly not enough." The shortage of resources and infrastructure has hindered the effectiveness of the waste management efforts and prevented the program from reaching its full potential.

These infrastructure challenges reflect a broader issue of inadequate support for climate change adaptation and mitigation initiatives at the grassroots level. Dunn (2003) underscores the importance of infrastructure in ensuring the success of public programs. In the case of Proklim, the program's effectiveness is severely limited by insufficient resources and inadequate facilities. For the program to succeed in Pete Village, the local government must invest in improving infrastructure, such as water management systems for agriculture and waste management equipment, to support climate change adaptation efforts more effectively.

Institutional Support and Coordination

Institutional support and coordination are crucial for the success of any public program, including Proklim. The study found that while initial support from the Tangerang Regency Environmental Office (DLHK) was strong, this support dwindled after the Proklim Lestari evaluation in 2023. According to a Proklim coordinator in Pete Village, "After the evaluation, there was no follow-up from the DLHK. It was as if the program was over once the assessment was done." This lack of follow-up support points to a gap in institutional coordination and oversight. Without continuous coordination from the DLHK, the momentum generated by the evaluation phase is lost, and the program's long-term sustainability is at risk.

This lack of follow-up is a significant issue because it prevents the identification and resolution of problems as they arise. The absence of regular monitoring and evaluation makes it difficult to assess the progress of the program and determine whether the intended outcomes are being achieved. The study suggests that institutional support must be strengthened to ensure that Proklim's activities continue smoothly and that issues are addressed in a timely manner.

Moreover, the limited number of DLHK staff exacerbates this issue. The DLHK has a small team that manages multiple environmental programs, leaving little room for dedicated attention to Proklim. As one officer from the DLHK stated, "With such a small team, it's difficult to provide continuous support to all Proklim locations." This lack of personnel further limits the program's effectiveness, as the DLHK is unable to provide the necessary attention and follow-up support to all participating villages.

Absence of Localized Guidelines

While the Proklim program is based on national regulations, the study found that the absence of localized operational guidelines for implementation has created confusion among stakeholders. In interviews, Proklim facilitators in Pete Village noted that they followed national guidelines but lacked specific instructions for implementing the program locally. One facilitator explained, "We follow the national guidelines, but we don't have a clear set of instructions for our own area, which makes things a bit unclear." This gap in local guidance makes it difficult for local stakeholders to align their activities with the program's objectives and can lead to inconsistent implementation across different areas.

Localized guidelines are crucial because they take into account the unique needs and challenges of each community. As Agustino (2020) argues, policies must be adapted to local contexts to ensure they are effectively implemented. Without clear, locally tailored guidelines, the program may struggle to achieve its intended impact. To address this, the local government, in collaboration with the DLHK, must develop specific guidelines that provide clear instructions on how Proklim should be implemented in each community.

Financial Constraints

Finally, the study identified financial constraints as a major challenge for the Proklim program. The village head noted that the program's budget was limited and insufficient to cover all the necessary activities and infrastructure. "We want to do more, but the budget is very tight. We can't always provide the necessary tools or materials," the village head said. This lack of financial resources limits the ability of the program to expand its activities and reach more community members. Without sufficient funding, it is challenging to provide the necessary tools, infrastructure, and support for climate change adaptation and mitigation efforts.

Financial constraints are a common issue for many public programs, especially those focused on climate change. Mulyadi (2015) highlights the importance of securing adequate funding to ensure the sustainability of public programs. To overcome financial limitations, local governments must allocate more resources to support Proklim and other climate change adaptation programs. Additionally, partnerships with national and international organizations could provide supplementary funding to help cover the program's costs.

Discussion

The results of this study highlight several critical areas that need to be addressed in order to improve the effectiveness and sustainability of the Proklim program in Pete Village. These areas include community education, infrastructure development, institutional support, localized guidelines, and financial resources. Addressing these challenges will be essential for ensuring that the program achieves its long-term goals of climate change adaptation and mitigation.

Addressing the Knowledge Gap

The knowledge gap among community members regarding the full scope of Proklim is a significant issue that must be addressed. As the study found, many villagers still perceive Proklim primarily as a reforestation initiative, which limits their understanding of the program's broader goals. To ensure that Proklim can have a greater impact, it is crucial to provide more targeted education and outreach to community members. These educational efforts should emphasize the importance of all climate change adaptation and mitigation measures, including waste management, sustainable agriculture, and water conservation.

Agustino (2020) stresses that effective education is a key component of successful climate change mitigation programs. In the case of Proklim, providing education about climate change and its impacts on the local community will not only increase participation but also foster long-term sustainability. Community members should be made aware of how their actions contribute to building resilience to climate change, and the benefits of participating in these efforts should be clearly communicated.

Improving Infrastructure and Resource Allocation

Infrastructure is one of the most significant barriers to the success of Proklim in Pete Village. The limited access to water and inadequate waste management resources hinder the effectiveness of key activities, such as sustainable farming and waste reduction. To overcome these challenges, the local government must prioritize investments in infrastructure that supports climate change adaptation and mitigation efforts. This includes improving water management systems for agricultural activities and providing adequate resources for waste management programs.

As Dunn (2003) points out, infrastructure is a critical factor in the success of public programs. Without the necessary facilities and resources, it becomes difficult to implement effective climate adaptation strategies. The DLHK should allocate more resources to support these programs and work with local stakeholders to identify the most pressing infrastructure needs. Investing in infrastructure will not only improve the effectiveness of the Proklim program but also contribute to the overall resilience of the village to climate change.

Strengthening Institutional Support

The lack of ongoing coordination and institutional support after the Proklim Lestari evaluation is a significant issue that needs to be addressed. Without continuous support from the DLHK, the program's momentum is lost, and its sustainability is threatened. The DLHK should establish a more robust system of regular monitoring and follow-up to ensure that the program stays on track and continues to meet its objectives.

Dunn (2003) emphasizes that institutional support is essential for the success of public programs. For Proklim to succeed, the DLHK must provide consistent support and ensure that all stakeholders have the resources and guidance they need to carry out their roles effectively. Regular evaluations, along with follow-up support, are crucial to keeping the program on course and ensuring that it evolves in response to emerging challenges.

Developing Localized Guidelines

The absence of localized guidelines for Proklim's implementation is a major barrier to its success. Localized guidelines are necessary to ensure that the program aligns with the specific needs and conditions of each community. As Agustino (2020) argues, national policies must be adapted to the local context to ensure effective implementation. The DLHK and other relevant agencies should work together to develop guidelines that address the unique challenges faced by Pete Village and other communities participating in the program.

Localized guidelines will help streamline the implementation process, reduce confusion among participants, and ensure that Proklim's objectives are met more effectively. By tailoring the program to the specific needs of each community, the government can increase the program's overall impact and contribute to building greater resilience against climate change.

Increasing Financial Support

Financial constraints are one of the main challenges facing the Proklim program in Pete Village. Without adequate funding, it is difficult to scale up the program's activities or provide the necessary resources and infrastructure. To address this issue, local governments must allocate more resources to Proklim and other climate change adaptation programs. Additionally, partnerships with national and international organizations can help provide supplementary funding.

Mulyadi (2015) emphasizes that securing adequate financial resources is crucial for the success and sustainability of public programs. By increasing funding for Proklim, the local government can ensure that the program has the resources it needs to expand its reach and make a meaningful impact. Financial support will also enable the program to address its infrastructure needs and invest in the necessary tools and equipment to support climate change adaptation efforts.

CONCLUSION

Conclusion

Based on the findings of this study, it can be concluded that the implementation of the Climate Village Program (Proklim) in Pete Village, Tigaraksa District, Tangerang Regency, Banten Province, has shown promising results in fostering climate adaptation and mitigation efforts within the community. The program has successfully engaged local stakeholders, including facilitators and coordinators, in various climate-related activities, such as reforestation, waste management, and sustainable agriculture. However, despite these successes, the program has faced several significant challenges that have hindered its optimal implementation. Key issues include limited human resources, inadequate infrastructure, insufficient regulatory guidelines at the local level, lack of continuous institutional support, and financial constraints. These challenges have impacted the effectiveness of Proklim in Pete Village and prevented the program from reaching its full potential in terms of community resilience and climate change mitigation.

Recommendations

To improve the implementation and sustainability of the Proklim program in Pete Village and similar locations, several actions are recommended. First, it is essential to enhance community understanding of the program by providing targeted educational outreach to ensure that all participants understand the broader goals of climate adaptation and mitigation, rather than just focusing on reforestation. Continuous training for both facilitators and community members should be prioritized. Second, the lack of follow-up support from the DLHK after the Proklim Lestari evaluation must be addressed. A system of regular monitoring and evaluation, with scheduled follow-up visits, should be established to ensure that the program remains on track and that any issues are identified and resolved promptly. Third, the provision of adequate infrastructure, such as a more reliable water supply for agricultural activities and more resources for waste management, is critical. The DLHK should allocate resources for the necessary tools and equipment to support these activities. Additionally, developing clear, localized guidelines for Proklim implementation at the village level would help streamline activities and reduce confusion among participants. Finally, it is crucial to secure increased financial support for Proklim from both local and national sources. The government must ensure that sufficient funding is allocated to meet the program's needs, allowing for the scaling up of successful initiatives and the creation of a more resilient community. With these improvements, the Proklim program in Pete Village can become a model for other communities facing the challenges of climate change.

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INNOVATING ONLINE BIRTH CERTIFICATE SERVICES AT THE POPULATION AND CIVIL REGISTRY OFFICE OF BULA CITY EAST SERAM REGENCY

INOVASI PELAYANAN AKTA KELAHIRAN ONLINE DI DINAS KEPENDUDUKAN DAN CATATAN SIPIL KOTA BULA KABUPATEN SERAM BAGIAN TIMUR

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Abstract

This study investigates the innovation of online birth certificate services implemented by the Population and Civil Registry Office of Bula City in East Seram Regency. Aimed at simplifying the registration process, the online system allows citizens to apply for and upload the necessary documents without physically visiting the office. Despite its accessibility, the community's understanding and utilization of the system remain limited. The research employed a descriptive qualitative approach, involving 12 informants, to assess the procedures and benefits of this service. Findings reveal that while the online system offers significant time and location flexibility, many residents are still unfamiliar with the online registration process. The research highlights the importance of enhancing public understanding and ensuring that the system is user-friendly. To address this gap, it is recommended that further outreach and education campaigns be implemented to foster greater engagement with the system, alongside continuous improvement of the online service interface.

Keywords: Innovation, Service Procedures, Online Birth Certificate

Abstrak

Penelitian ini mengkaji inovasi pelayanan akta kelahiran online yang diterapkan di Dinas Kependudukan dan Catatan Sipil Kota Bula, Kabupaten Seram Bagian Timur. Bertujuan untuk menyederhanakan proses pendaftaran, sistem online memungkinkan masyarakat untuk mengajukan permohonan dan mengunggah dokumen yang diperlukan tanpa perlu datang ke kantor. Meskipun aksesibilitasnya lebih mudah, pemahaman dan pemanfaatan sistem ini oleh masyarakat masih terbatas. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan melibatkan 12 informan untuk menilai prosedur dan manfaat layanan ini. Temuan penelitian menunjukkan bahwa meskipun sistem online menawarkan fleksibilitas waktu dan tempat yang signifikan, banyak warga yang masih belum familiar dengan proses pendaftaran online. Penelitian ini menyoroti pentingnya meningkatkan pemahaman masyarakat dan memastikan bahwa sistem ini mudah digunakan. Untuk mengatasi kesenjangan ini, disarankan agar kampanye penyuluhan dan pendidikan lebih lanjut dilakukan untuk mendorong partisipasi masyarakat yang lebih besar, di samping peningkatan berkelanjutan terhadap antarmuka layanan online.

Kata Kunci: Inovasi, Prosedur Pelayanan, Akta Kelahiran Online

INTRODUCTION

In recent years, the advancement of information technology has transformed various sectors, including public administration. One of the key areas where technology has had a significant impact is in the provision of public services, particularly in streamlining processes, improving efficiency, and reducing bureaucracy. Public service innovation, especially in administrative services, has been driven by the need to create more efficient, accessible, and user-friendly services for citizens (Mulgan & Albury, 2003). The digitalization of services has become an essential aspect of governmental reforms in many parts of the world, especially in emerging economies, where digital transformation can bridge significant gaps in service delivery (Janssen & van der Voort, 2020).

In Indonesia, the Population and Civil Registration Office, plays a vital role in managing vital records such as birth certificates, marriage certificates, and national identity cards. These documents are crucial for citizens in various administrative and legal processes. However, traditional methods of obtaining these services, which often involve long queues and excessive paperwork, have created bottlenecks and frustration among citizens. These problems are compounded by the rapid population growth in many regions, which places additional pressure on governmental offices to handle an increasing number of requests (Kumparan, 2020).

To address these challenges, many local governments in Indonesia, including the Population and Civil Registration Office in Bula City, East Seram Regency, have started exploring innovative approaches to improve the delivery of civil registry services. One of the most significant innovations is the introduction of online birth certificate services. The shift from traditional in-person processing to online services has the potential to dramatically improve the accessibility, efficiency, and user experience of civil registry services, offering citizens a more convenient way to register births and obtain their official documents without the need to visit the office physically. This innovation is part of Indonesia's broader strategy to embrace digital government and transform public services to meet the demands of a modern society (Widodo, 2021).

Despite the potential advantages of these innovations, the adoption and effective use of online services face significant challenges. These challenges include the digital literacy of citizens, access to the necessary technology, and the understanding of the procedures involved in online applications. Even though the online birth certificate service has been introduced, a large segment of the population, especially those in rural or less technologically advanced areas, struggles to utilize these digital platforms effectively (Hanna, 2021). Consequently, it is crucial to assess how well the online birth certificate service has been implemented and to identify the barriers that hinder its widespread adoption. Such an assessment will help to refine the system and improve its effectiveness in serving the public.

The importance of birth certificates in Indonesia cannot be overstated. They are not only vital for securing legal rights but are also a prerequisite for many other administrative processes such as school enrollment, health insurance, and other forms of public service access (Ferdian, 2018). For this reason, ensuring that the birth certificate registration process is streamlined, accessible, and efficient is of paramount importance. Innovations in this area are a direct response to the need for more efficient public services that align with global trends toward digital government.

The advent of online services has been a pivotal moment in the public administration sector. Globally, governments are increasingly shifting to digital platforms to enhance service delivery. According to studies, countries that have embraced digital transformation in their public sector operations have seen improvements in citizen satisfaction, reduction in operational costs, and more effective governance (Bertot, Jaeger, & Grimes, 2010). In Indonesia, the government has recognized the need to move towards a digital government model and has implemented various e-government initiatives, including online registration systems for birth certificates. This innovation is not only aimed at improving service delivery but also at making government processes more transparent and accountable.

The introduction of online birth certificate services at the Population and Civil Registration Office Bula City has been a significant step toward improving public service in East Seram Regency. The system allows residents to register births online, submit the required documents, and receive their birth certificates without having to physically visit the government office. This move aims to reduce the waiting time for citizens, eliminate long queues, and make the process more accessible for those who live far from the central office. By using an online system, the Population and Civil Registration Office can serve a larger number of people more efficiently, reducing the logistical constraints associated with manual, in-person registration systems.

However, despite these improvements, there are still several challenges that need to be addressed to ensure the success and sustainability of this innovation. One of the major hurdles is the level of digital literacy among the citizens of East Seram Regency. Many residents, particularly in rural areas, are not familiar with online registration systems and may struggle to navigate digital platforms effectively. According to the Indonesian Ministry of Communications and Information Technology (Kominfo, 2020), the digital divide remains a significant barrier in many rural parts of Indonesia. The lack of proper understanding of how to access and use online services is a significant factor contributing to the slow uptake of online birth certificate services.

Additionally, the availability and accessibility of technology, such as smartphones and internet connectivity, are other critical factors affecting the success of online services. While urban areas in Indonesia have relatively good access to the internet, rural areas often face poor connectivity, which makes it difficult for residents to utilize online services effectively. According to a report by the World Bank (2019), about 36% of the rural population in Indonesia still lacks access to reliable internet services, which directly impacts their ability to engage with digital government initiatives.

To overcome these challenges, it is essential for the government to invest in digital literacy programs and improve internet infrastructure in rural areas. In addition to this, continuous public outreach and education campaigns are necessary to raise awareness about the new online services and provide step-by-step guidance to citizens on how to use these platforms effectively. Partnerships between local government offices and non-governmental organizations (NGOs) could also be explored to offer training and resources for people who are not familiar with digital technologies.

The development of online services for civil registry functions is not only a response to local challenges but also aligns with Indonesia's broader national agenda to modernize public administration and make it more efficient and responsive to the needs of the public. Digital transformation in government services is part of a larger global trend where governments around the world are embracing technology to improve public service delivery. This trend is expected to continue to grow in the coming years as digital tools become increasingly integrated into everyday governance practices (European Commission, 2021). The success of online birth certificate services in Bula City could serve as a model for other regions in Indonesia that are also looking to improve their public services through digital innovations.

In conclusion, the innovation of online birth certificate services in Bula City represents a significant advancement in public service delivery in Indonesia. However, it is clear that further efforts are required to ensure the widespread adoption of this service. Addressing the digital divide, improving public understanding of the system, and providing the necessary resources to support its effective use are crucial steps in ensuring that this innovation fulfills its potential in enhancing the delivery of civil registry services. As Indonesia continues to move towards a more digital and efficient public administration system, the lessons learned from Bula City will provide valuable insights for future digital government initiatives.

METHODS

This research employs a qualitative descriptive approach to explore the implementation and evaluation of the online birth certificate service offered by the Population and Civil Registration Office in Bula City, East Seram Regency, Indonesia. The primary objective of this study is to understand the procedures, challenges, and benefits of this online service from the perspectives of both users and officials. A qualitative approach is ideal for this study as it provides an opportunity to explore people's experiences and perceptions in depth, particularly when investigating new phenomena or complex issues (Creswell, 2013). This methodology allows for a nuanced understanding of the service, capturing detailed data through interviews, observations, and document analysis.

The population for this research consists of residents of Bula City who have used the online birth certificate service, and officials from the Population and Civil Registration Office who oversee the implementation of the service. A purposive sampling technique was employed to ensure that informants were directly involved with or affected by the service. This sampling method allows for the selection of individuals with specific knowledge and experience that is relevant to the research questions, providing valuable insights into the service's effectiveness and challenges (Patton, 2002).

In total, 12 informants were selected: 8 residents who have used the online service and 4 officials who manage or oversee the service's implementation. The interaction with informants was conducted through semi-structured interviews, which offered flexibility in allowing respondents to share their experiences and perspectives while ensuring that key research topics were covered. The interviews were designed to explore a range of issues, including user satisfaction, challenges faced during the registration process, and suggestions for improvement. Interviews with officials focused on the operational aspects of the service, including its implementation, infrastructure challenges, and strategies for improving user engagement.

The interviews were conducted in-person or virtually, depending on the informant's availability and location. To deepen the understanding of the experiences of residents, the researcher also engaged with informants in follow-up conversations and field observations, allowing for clarification of points discussed and to better capture the context in which the service is used. This method of interaction ensured that both verbal and non-verbal cues were observed, which provided richer, more comprehensive data.

While the qualitative approach provides detailed insights, it is important to address the validity and reliability of the data obtained. To strengthen the findings, the study incorporated several strategies to ensure the credibility and consistency of the data. First, triangulation was applied by using multiple data collection methods—interviews, observations, and document analysis—thereby enhancing the robustness of the results. Triangulation helps to cross-verify data from different sources and reduce the potential for bias in interpreting the findings (Denzin & Lincoln, 2011).

Additionally, member checking was employed as a technique to validate the accuracy of the interview data. After the interviews were transcribed, the researcher shared the findings with some of the informants to ensure that their perspectives were accurately captured and interpreted. This process helped to improve the credibility of the data by confirming that the informants' views were correctly understood.

Finally, the researcher maintained transparency throughout the research process by providing a clear audit trail, which documents the decisions made during the research, such as the selection of informants, data collection methods, and analysis procedures. This approach supports the reliability of the findings by allowing others to follow the research process and understand how conclusions were drawn.

RESULTS AND DISCUSSION

Results

The study examined the experiences of residents and officials regarding the online birth certificate service implemented by the Population and Civil Registration Office of Bula City, East Seram Regency. Twelve informants, including eight residents who used the online service and four officials who oversaw its implementation, participated in the research. Interviews were conducted to assess user satisfaction, challenges faced, and suggestions for improving the service. This section outlines the key findings based on the data collected.

Positive Outcomes of the Online Birth Certificate Service

The online birth certificate service introduced by the Population and Civil Registration Office has received positive feedback from both residents and officials, primarily for its convenience and time-saving advantages.

A major benefit reported by residents was the time saved by not having to physically visit the office. Many residents noted that the online system allowed them to complete the registration process from the comfort of their homes. The convenience of uploading necessary documents online, combined with the flexibility of being able to submit applications at any time, significantly reduced the time spent in waiting lines. One resident stated, "I used to spend hours waiting in line at the office to register my child’s birth, but with the online service, I could do everything from home in a few minutes" (Resident 3, Interview, 2024).

In addition to time savings, the online service increased accessibility for residents who lived in remote areas. Those who had limited access to transportation, or those who faced logistical challenges traveling to the central office, appreciated the opportunity to submit applications electronically. As one resident described: "I live in a distant village, and traveling to the office was always a challenge, but with the online system, I could complete everything from home" (Resident 6, Interview, 2024). The ability to access government services from home allowed for greater inclusivity in service delivery, particularly for residents in remote or underserved areas.

The immediate confirmation received after submitting documents was another positive aspect. Users appreciated the assurance that their applications were processed promptly. The transparency and real-time updates on the status of their applications helped build trust in the system and reduced uncertainty regarding the service.

For the officials managing the service, the online birth certificate system brought operational improvements. According to one official, the digital platform allowed for faster processing, which helped reduce the manual workload significantly. "The online system has made our job easier. We can process more applications per day without needing to manually handle each document, which significantly reduces the workload for our staff" (Official 1, Interview, 2024). The reduction in paper-based documentation has also contributed to a more efficient and streamlined workflow.

Furthermore, officials noted that the online system allowed them to focus on more complex cases, which require physical presence or additional verification. By automating the simpler processes, the system has enabled staff to allocate more time and resources to handling specialized cases. This shift in workflow management has resulted in improved productivity and greater operational efficiency within the office.

Challenges in Implementing the Online Birth Certificate Service

Despite the benefits, several challenges were identified that hindered the widespread adoption of the online service. The digital divide, digital literacy, and technological barriers emerged as key issues limiting the service's effectiveness.

One of the most significant barriers to the adoption of the online birth certificate service was the digital divide, particularly in rural areas. Many residents, especially those from economically disadvantaged backgrounds, lacked access to the necessary technology, such as smartphones, computers, and high-speed internet. Some residents reported that the lack of a reliable internet connection made it difficult to access the online service, and many who lived in remote areas struggled to submit their applications. One resident stated, "I don't have a smartphone, and the internet at home is very slow. It was difficult for me to upload the required documents online, so I ended up going to the office anyway" (Resident 5, Interview, 2024).

In addition to slow internet speeds, some residents struggled with the high cost of data packages, which limited their ability to access online services. According to the World Bank (2019), approximately 36% of Indonesia's rural population still lacks access to reliable internet services, exacerbating the digital divide. This lack of infrastructure, particularly in rural and remote areas, makes it difficult for many citizens to engage with digital government services, leaving them reliant on traditional methods of service delivery.

Another significant challenge was the low level of digital literacy, particularly among older generations. Many residents were unfamiliar with how to navigate the online platform, leading to confusion and frustration. As one resident explained, "I found it difficult to understand how to upload the correct documents. The website is not as straightforward as it should be, and sometimes it takes too long to load" (Resident 2, Interview, 2024). The complexity of the online platform and the lack of user-friendly design further discouraged residents from using the service, with many opting for the traditional in-person method.

The digital literacy gap was particularly evident in older populations, who are less familiar with using digital tools. As one official pointed out, "Older generations often come to the office because they don't know how to use the online registration system. We need to reach out more to these groups to ensure they are aware of the service" (Official 1, Interview, 2024). The low adoption rates among elderly populations, coupled with challenges related to the complexity of the system, indicate that digital literacy programs are necessary to improve the overall usage of online government services.

Awareness of the online birth certificate service was another significant challenge. Many residents were either unaware of the new system or lacked the necessary information to use it effectively. A lack of public education campaigns about the new service contributed to low adoption rates, especially among individuals who are unfamiliar with online government services. As one official explained: "Although we have manuals and instructions on the website, many residents still come to the office for help because they don't know how to navigate the online system" (Official 3, Interview, 2024).

The socio-economic factors influencing the adoption of the online service are also critical to understanding the challenges faced by residents. Those from lower-income households often struggle to afford the necessary technology or the internet data required to use the online system. This disparity in access to technology is a significant factor contributing to low adoption rates among certain segments of the population. The financial barriers to accessing technology are compounded by limited access to digital skills and infrastructure, further exacerbating the digital divide in rural areas.

Discussion

The findings of this study provide valuable insights into the challenges and opportunities associated with the implementation of online birth certificate services in Bula City, East Seram Regency. While the service has improved accessibility and efficiency, there are significant barriers that need to be addressed to ensure its broader adoption. This section discusses the implications of these findings, contextualizes them within broader socio-economic dynamics, and provides recommendations for overcoming the identified challenges.

Socio-economic Dynamics and the Digital Divide

One of the most prominent challenges identified in the study is the digital divide, which affects the adoption of online government services in rural and underserved areas. The divide in access to technology, coupled with the lack of reliable internet infrastructure, makes it difficult for many citizens to fully engage with digital services. This issue is particularly pronounced in rural areas, where residents often face challenges in accessing affordable technology and high-speed internet. As the Indonesian Ministry of Communications and Information Technology (Kominfo, 2020) highlights, the digital divide remains a significant barrier to the widespread adoption of digital services in Indonesia. According to the World Bank (2019), approximately 36% of rural residents lack reliable internet access, further exacerbating disparities in digital service delivery.

This digital divide is not unique to Indonesia. Similar challenges have been observed in other countries, where low internet penetration and limited access to technology have hindered the adoption of e-government services. In India, for example, the adoption of digital government services has been impeded by low levels of internet access, particularly in rural regions (Sharma, 2015). These global examples highlight the importance of addressing both technological and socio-economic factors to ensure equitable access to public services.

To address the digital divide, the government should prioritize investments in digital infrastructure, particularly in rural areas. This could involve partnerships with telecommunication companies to improve internet connectivity and offer affordable data packages. By improving digital infrastructure, the government can ensure that more residents have the opportunity to access online services, which will enhance the overall efficiency and accessibility of public services.

Digital Literacy and Public Education

Digital literacy emerged as another key barrier to the adoption of the online birth certificate service. Many residents, particularly older generations, struggled with navigating the online platform due to a lack of digital skills. To overcome this barrier, it is essential for the government to invest in digital literacy programs. These programs should focus on building the digital skills of residents in rural areas, particularly the elderly, who may be less familiar with online platforms. Community centers, schools, and local NGOs could play a significant role in delivering these programs, ensuring that digital literacy reaches all segments of society.

Additionally, public education campaigns are essential to raising awareness of the online birth certificate service. Many residents were unaware of the service or lacked the necessary information on how to use it effectively. The government should conduct outreach efforts through local media, social media platforms, and public information sessions to inform residents about the availability of online services. Providing clear, step-by-step guides and tutorials on how to use the online platform will help increase adoption rates, especially among residents who are not familiar with digital technologies.

Collaboration with the Private Sector and Educational Institutions

Collaboration with the private sector and educational institutions is another key strategy to accelerate the adoption of the online service. Partnerships with technology companies can help provide affordable devices and internet access to underserved communities. Telecommunication companies could offer subsidized data packages or affordable smartphones to residents in remote areas, ensuring that they have the necessary resources to engage with digital government services.

Educational institutions can also play a significant role in improving digital literacy by integrating digital skills training into school curricula. Schools could offer workshops or after-school programs that teach students how to navigate digital government platforms, ensuring that future generations are better equipped to use these services. Additionally, local community centers can serve as hubs for digital literacy programs, providing hands-on support and training for residents who need assistance.

Simplifying the User Interface

To ensure the continued success of the online birth certificate service, the government should focus on simplifying the user interface of the online platform. The complexity of the current platform, combined with slow loading times, has led to frustration among users, particularly those with limited digital skills. A more intuitive, user-friendly design will make it easier for all residents, including those with low digital literacy, to navigate the system and complete their registrations. Simplifying the platform's layout and providing clear instructions on how to upload documents will improve the user experience and encourage greater adoption.

CONCLUSION

Conclusion

In conclusion, the online birth certificate service in Bula City, East Seram Regency, represents a significant step towards improving public service delivery in Indonesia. The implementation of this online service has brought notable benefits, such as reducing wait times, improving efficiency, and increasing accessibility for residents, especially in remote areas. The service has made it easier for residents to register births without needing to visit the office in person, streamlining the process and enhancing overall service delivery.

However, the study also uncovered several challenges that have hindered the full adoption and effectiveness of the system. These challenges primarily stem from issues related to the digital divide, including limited access to technology and slow internet connections in rural areas. Furthermore, digital literacy remains a significant barrier, particularly among older generations who are less familiar with using online platforms. Additionally, the complexity of the user interface and the lack of awareness about the service further restrict its widespread use.

Addressing these challenges is essential for ensuring that the online birth certificate service fulfills its potential. The digital divide, in particular, must be bridged to ensure that all residents, regardless of their technological background or geographical location, can benefit from the service. Improving digital literacy, enhancing infrastructure, simplifying the user interface, and raising public awareness are crucial steps to improve accessibility and increase user engagement with the system.

Recommendations

To ensure the continued success and broader adoption of the online birth certificate service in Bula City, East Seram Regency, several actions are recommended. First, there should be a comprehensive effort to improve digital literacy across all segments of the population, particularly in rural areas and among older generations. Offering digital literacy programs, workshops, and public awareness campaigns will help residents become more comfortable with using online platforms and enable them to take full advantage of the service. Additionally, addressing the digital divide by improving internet infrastructure, particularly in underserved areas, is crucial. Collaborating with telecommunications companies to offer subsidized internet access or mobile data packages could provide residents with the necessary resources to access online government services.

Moreover, the user interface of the online platform needs to be streamlined to ensure it is intuitive and user-friendly. Simplifying the document submission process and making the platform more accessible will reduce confusion and enhance user experience. Alongside this, the government should focus on raising public awareness through targeted outreach programs. These programs should include clear instructions on how to use the online birth certificate system, especially for those unfamiliar with digital platforms, ensuring that no resident is left behind in the transition to digital services.

Finally, providing ongoing technical support for users who encounter difficulties is essential. A help desk or live chat support system could assist users in navigating the platform and solving any problems they may face. By taking these steps, the government can enhance the accessibility, usability, and overall success of the online birth certificate service, making it a truly inclusive and efficient public service for all citizens.

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THE IMPACT OF HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE AT THE EDUCATION AND CULTURE OFFICE OF WAJO REGENCY

PENGARUH PENGEMBANGAN SDM TERHADAP KINERJA PEGAWAI DINAS PENDIDIKAN DAN KEBUDAYAAN KABUPATEN WAJO

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Abstract

This study aims to examine the impact of human resource development on employee performance at the Education and Culture Office of Wajo Regency. Human resource development refers to the initiatives taken by the organization to enhance employees' skills, knowledge, and capabilities to perform their functions effectively. This research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 58 respondents chosen from a population of 139 employees at the Education and Culture Office of Wajo Regency. The results of the analysis show that human resource development has a positive effect on employee performance, contributing 10.6%. Overall, employee performance was rated as very good, while human resource development was rated as good. This study is expected to contribute to designing more effective HRD programs and improving employee performance at the Education and Culture Office of Wajo Regency. Additionally, the results of this study can serve as a consideration for future HRD policy development, such as improving more specific training programs and enhancing employee motivation to support optimal performance.

Keywords: Human resource development, Employee performance, Employees, Education and Culture Office, Wajo Regency.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh pengembangan sumber daya manusia terhadap prestasi kerja pegawai di Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Pengembangan sumber daya manusia yang dimaksud adalah inisiatif yang diambil oleh organisasi untuk meningkatkan keterampilan, pengetahuan, dan kemampuan pegawai agar dapat menjalankan fungsinya dengan baik. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui kuesioner yang disebarkan kepada 58 responden yang dipilih dari populasi 139 pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Hasil analisis menunjukkan bahwa pengembangan sumber daya manusia memberikan pengaruh positif terhadap prestasi kerja pegawai, dengan kontribusi sebesar 10,6%. Secara keseluruhan, prestasi kerja pegawai berada dalam kategori sangat baik, sementara pengembangan sumber daya manusia berada dalam kategori baik. Penelitian ini diharapkan dapat memberikan kontribusi dalam merancang program pengembangan SDM yang lebih efektif, serta meningkatkan kualitas kerja pegawai di Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Selain itu, hasil penelitian ini dapat menjadi bahan pertimbangan bagi pengembangan kebijakan HRD di masa depan, seperti perbaikan program pelatihan yang lebih spesifik dan peningkatan motivasi pegawai untuk mendukung kinerja yang lebih optimal.

Kata Kunci: Pengembangan sumber daya manusia, Prestasi kerja, Pegawai, Dinas Pendidikan dan Kebudayaan, Kabupaten Wajo.

INTRODUCTION

In the rapidly evolving landscape of organizations, the development of human resources (HRD) plays a critical role in determining the success and effectiveness of employees within an organization. As the workforce becomes increasingly diverse and the demands of the labor market continue to grow, the need for effective HRD strategies becomes paramount. This research focuses on the impact of human resource development on the performance of employees at the Education and Culture Office of Wajo Regency, aiming to shed light on how HRD practices can shape employee effectiveness and contribute to organizational success.

Human resources are often regarded as the most valuable asset of an organization. The competency, motivation, and dedication of employees directly influence an organization's ability to meet its goals and objectives (Mathis & Jackson, 2016). The importance of human resources cannot be overstated, as it is the workforce that drives innovation, maintains operations, and ensures that an organization adapts to the challenges of a constantly changing environment. In this context, HRD encompasses all the practices, programs, and initiatives aimed at improving employees' skills, knowledge, and competencies (Cascio, 2015). This includes training and development programs, career development initiatives, and performance management systems that provide employees with the necessary tools to succeed in their roles.

Employee performance, a crucial aspect of organizational success, is closely linked to HRD practices. Performance is generally defined as the degree to which an employee meets the requirements of their job and the expectations of the organization (Borman & Motowidlo, 1997). Employee performance is affected by a range of factors, including motivation, skills, organizational culture, leadership, and the overall work environment (Robinson & Judge, 2017). While individual characteristics and personal attributes play a role in performance, it is widely recognized that HRD initiatives significantly influence how well employees perform within their roles. By investing in HRD, organizations can enhance employee capabilities, improve job satisfaction, and ultimately increase productivity.

At the Education and Culture Office of Wajo Regency, employee performance is a key factor in achieving the organization's goals in the field of education and culture. The office's mission is to provide quality services and contribute to the development of education and cultural awareness in the region. However, challenges persist in terms of employee performance. For example, there have been instances where employees have struggled to meet the growing demands of their roles, especially in adapting to new teaching methods or managing cultural programs that require specialized knowledge. A concrete example includes the difficulty in implementing the latest educational technology and curriculum reforms due to insufficient training and support. In order to fulfill this mission, it is essential that employees possess the necessary skills, knowledge, and work ethics to carry out their tasks effectively. HRD initiatives within the office, therefore, serve as the foundation for improving performance and achieving organizational objectives. The office's employees must be equipped with the proper training, continuous professional development opportunities, and performance management systems that align with their roles and responsibilities. Without effective HRD practices, employees may struggle to meet expectations, hindering the organization's progress.

As globalization continues to shape the workforce, organizations are increasingly faced with the challenge of developing employees who can navigate diverse and complex work environments. The ability to provide employees with the knowledge and skills required to succeed in a competitive global market is an essential component of any HRD strategy. HRD practices, such as training programs, leadership development, and career planning, help employees adapt to changes, enhance their performance, and develop professionally. This is particularly important in public institutions such as the Education and Culture Office, where employees must not only meet the expectations of their organization but also cater to the needs of the public they serve.

In the case of Wajo Regency, the local government has made significant efforts to improve the quality of education and culture in the region. However, despite these efforts, challenges persist in terms of employee performance, with some employees failing to meet the standards set by the organization. This underperformance can be attributed to a range of factors, including inadequate training, lack of motivation, and insufficient support for employees in their professional growth. The lack of a comprehensive HRD strategy within the office has led to disparities in employee performance, which in turn affects the overall success of the organization.

The importance of HRD in enhancing employee performance is not a new concept, and various studies have highlighted the positive relationship between HRD practices and performance outcomes. Research by DeSimone and Harris (2014) found that organizations that invest in HRD programs experience improved employee performance, increased productivity, and reduced turnover. Similarly, Armstrong (2014) emphasized that HRD is a critical driver of organizational success, as it helps employees develop the skills and competencies needed to meet the changing demands of their roles. Moreover, HRD practices contribute to employee motivation and job satisfaction, which are crucial factors in driving performance (Pinder, 2014).

The existing literature on HRD emphasizes the need for organizations to adopt a holistic approach to employee development, one that goes beyond just providing training and development opportunities. Effective HRD practices also involve creating a positive organizational culture, offering continuous feedback, and ensuring that employees have access to the resources they need to succeed (Kraiger et al., 2013). Furthermore, HRD strategies must be aligned with the organization's goals and objectives to ensure that they contribute to the overall success of the institution (Becker & Huselid, 2006).

METHODS

This study adopts a quantitative research design using a survey method to examine the impact of human resource development (HRD) on employee performance at the Education and Culture Office of Wajo Regency. The study focuses on analyzing the relationship between HRD practices and employee performance outcomes, using a combination of primary and secondary data collection techniques. A descriptive and associative research approach is employed to describe the variables independently and evaluate the causal relationships between HRD and employee performance.

A quantitative approach was chosen for this study because it allows for the collection of numerical data that can be analyzed statistically to determine the relationships between variables (Creswell, 2014). The survey method was selected as it is effective for gathering data from a large sample of respondents, which is essential for testing hypotheses and identifying patterns in the data (Sekaran & Bougie, 2016). A structured questionnaire was developed to measure both the independent variable, HRD practices, and the dependent variable, employee performance.

The population for this study consists of employees at the Education and Culture Office of Wajo Regency, totaling 139 individuals. Since it is not feasible to survey the entire population due to time and resource constraints, a sample of 58 employees was selected based on the sample size calculation using the Slovin formula, which ensures that the sample is representative of the population (Slovin, 1960). This sample size provides a margin of error of 10% and is sufficient for statistical analysis and hypothesis testing.

However, it is important to acknowledge that the relatively small sample size of 58 respondents may influence the generalizability of the results. A sample size of this scale may not fully capture the diversity of perspectives, experiences, and characteristics within the larger population of employees. The findings of this study are therefore most directly applicable to the specific context of the Education and Culture Office of Wajo Regency. While the sample was selected randomly to minimize bias, the results may not be fully representative of other similar institutions, especially those with different organizational structures, cultures, or HRD practices. Therefore, caution should be exercised in applying these results to broader populations without further validation through additional studies involving larger and more diverse samples.

The sampling technique used in this study is simple random sampling. This method ensures that each employee in the population has an equal chance of being selected, reducing selection bias and increasing the generalizability of the findings (Sekaran & Bougie, 2016). The sample is drawn from various departments within the Education and Culture Office, ensuring that a diverse range of employees' perspectives is captured.

Data collection for this study was conducted using primary and secondary data sources. The primary data was gathered through a self-administered questionnaire, which was distributed to the 58 selected respondents. The questionnaire was designed to measure two key variables: HRD practices and employee performance. The HRD practices were assessed through dimensions such as training and development, non-training activities, promotion, and motivation. Employee performance was measured based on dimensions like work results, knowledge, initiative, time discipline, teamwork, and attitude.

The questionnaire contained both closed and Likert scale items. The closed-ended questions provided quantitative data, while the Likert scale items allowed respondents to rate the extent to which they agree or disagree with specific statements related to HRD practices and their performance (Bryman & Bell, 2015). The questionnaire was pre-tested with a small sample of employees to ensure clarity and reliability of the items. After the pre-test, the questionnaire was revised based on feedback to improve its effectiveness in capturing the intended data.

In addition to the primary data, secondary data were collected from organizational documents, reports, and relevant literature. This secondary data helped contextualize the findings and provided additional background information on HRD practices and performance management at the Education and Culture Office.

The two main variables in this study are human resource development (HRD) and employee performance. The independent variable, HRD, is conceptualized as the initiatives taken by the organization to improve employees' skills, knowledge, and capabilities to meet their job requirements (Cascio, 2015). The dependent variable, employee performance, refers to the degree to which employees meet the expectations and requirements of their job roles (Borman & Motowidlo, 1997).

Data analysis in this study will be conducted using both descriptive and inferential statistical techniques. Descriptive statistics will be used to summarize the data, providing a clear overview of respondents' characteristics and the distribution of responses across the variables (Field, 2013). Descriptive statistics, such as frequencies, means, and standard deviations, will be used to describe the HRD practices and employee performance in the sample.

Inferential statistics will be employed to test the hypotheses and examine the relationships between HRD and employee performance. Specifically, correlation analysis will be used to assess the strength and direction of the relationship between the independent and dependent variables (Pallant, 2016). Pearson's correlation coefficient will be calculated to determine the degree of association between HRD practices and employee performance. A significance level of 0.05 will be used to determine if the relationships observed are statistically significant.

Additionally, regression analysis will be used to predict the impact of HRD on employee performance. The regression model will help to quantify the relationship and provide insights into the contribution of HRD practices to employee performance. The model will be evaluated using the coefficient of determination (R-squared), which indicates the proportion of variance in employee performance that is explained by HRD practices (Field, 2013).

The hypotheses for this study are as follows:

1. H1: There is a positive and significant relationship between HRD practices and employee performance at the Education and Culture Office of Wajo Regency.
2. H0: There is no significant relationship between HRD practices and employee performance at the Education and Culture Office of Wajo Regency.

The first hypothesis tests whether HRD practices have a significant impact on employee performance. If the correlation coefficient between HRD and employee performance is significantly different from zero, the hypothesis will be accepted. Conversely, if the correlation is not significant, the null hypothesis will be accepted.

RESULTS AND DISCUSSION

Results

The analysis of the data collected from the 58 respondents at the Education and Culture Office of Wajo Regency provided key insights into the impact of human resource development (HRD) on employee performance. The data were analyzed using descriptive statistics, including frequencies, means, and standard deviations, followed by inferential statistics, such as Pearson's correlation and regression analysis.

Descriptive Statistics

The first stage of the analysis involved calculating descriptive statistics for both HRD practices and employee performance. Table 1 shows the mean, standard deviation, and range of scores for both variables.

Table 1. Descriptive Statistics for HRD Practices and Employee Performance

Variable	**Mean**	**Std. Deviation**	**Minimum**	**Maximum**	**Range**
HRD Practices (X)	32,31	5,161	16	40	24
Employee Performance (Y)	52,91	5,162	37	60	23

Source: Research Results, 2024.

The mean score for HRD practices was 32.31, which indicates a relatively good level of HRD implementation. The standard deviation of 5.161 suggests some variability in the responses. The range of scores for HRD practices was 24, with the minimum score being 16 and the maximum being 40.

Similarly, employee performance had a mean score of 52.91, indicating that employees' performance was perceived as very good on average. The range for employee performance was 23, with a minimum of 37 and a maximum of 60, showing relatively less variability compared to HRD practices.

Correlation Analysis

Pearson's correlation coefficient was computed to examine the relationship between HRD practices and employee performance. The results are presented in Table 2.

Table 2. Pearson Correlation between HRD Practices and Employee Performance

Variable	HRD Practices (X)	Employee Performance (Y)
HRD Practices (X)	1,000	0,326*
Employee Performance (Y)	0,326*	1,000

Source: Research Results, 2024.

The correlation coefficient of 0.326 between HRD practices and employee performance is statistically significant at the 0.05 level (p = 0.013). This suggests that there is a moderate positive relationship between the HRD practices implemented at the Education and Culture Office of Wajo Regency and the performance of employees. While the correlation is positive, it falls within the "low" range of correlation strength (Pallant, 2016), indicating that other factors, in addition to HRD, may contribute to employee performance.

Regression Analysis

To further examine the impact of HRD practices on employee performance, a simple linear regression analysis was conducted. The results of the regression analysis are shown in Table 3.

Table 3. Regression Analysis Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
Constant	42,390	4,133		10,256
HRD Practices (X)	0,326	0,126	0,326	2,578

Source: Research Results, 2024.

The regression analysis shows that HRD practices significantly contribute to employee performance (B = 0.326, p = 0.013). The R-squared value is 0.106, which indicates that HRD practices account for 10.6% of the variance in employee performance. This means that 10.6% of the variation in performance can be explained by the HRD practices implemented in the organization, while the remaining 89.4% is influenced by other factors not captured in this study.

Discussion

The findings of this study highlight the importance of human resource development in improving employee performance at the Education and Culture Office of Wajo Regency. The moderate positive correlation between HRD practices and employee performance suggests that better HRD initiatives, such as training and development, career advancement, and motivation, have a direct impact on employees' ability to perform their duties effectively. However, given that the correlation is of moderate strength, it is clear that other factors also play a significant role in influencing employee performance.

The regression analysis further supports the notion that HRD practices contribute to improved performance, though the effect is not overwhelmingly large. The coefficient of 0.326 suggests that HRD practices have a meaningful but modest impact on employee performance. The R-squared value of 0.106 indicates that HRD practices account for just over 10% of the variation in performance, which suggests that while HRD is important, other elements, such as organizational culture, leadership style, and individual motivation, might be contributing factors to performance (Robinson & Judge, 2017).

These findings are consistent with previous research on the relationship between HRD and employee performance. For example, DeSimone and Harris (2014) found that HRD programs lead to improvements in employee productivity, quality of work, and job satisfaction. Similarly, Armstrong (2014) emphasized that well-designed HRD initiatives contribute to enhanced employee performance by aligning employees' skills and competencies with organizational goals. This study adds to the growing body of literature supporting the notion that HRD is a key driver of performance in both public and private sector organizations.

Despite the positive impact of HRD on performance, the relatively low R-squared value indicates that there are additional factors influencing performance that were not explored in this study. Factors such as leadership, work environment, and employee motivation could play critical roles in shaping performance outcomes (Kraiger et al., 2013). Future research could explore these additional variables and how they interact with HRD to create a more comprehensive understanding of the determinants of employee performance.

One of the limitations of this study is the relatively small sample size of 58 respondents, which may not fully capture the diversity of experiences and perspectives within the Education and Culture Office. Expanding the sample size to include more employees or incorporating qualitative methods, such as interviews or focus groups, could provide a deeper understanding of the factors affecting performance. Additionally, since this study relied on self-reported data, there is the potential for response bias, as employees may overestimate their performance or underreport their experiences with HRD programs (Bryman & Bell, 2015). Future studies could mitigate this bias by using multiple data collection methods, such as supervisor assessments or objective performance data.

In conclusion, the results of this study suggest that HRD practices are a significant factor in improving employee performance at the Education and Culture Office of Wajo Regency. While HRD accounts for only a modest portion of the variance in performance, its positive impact underscores the importance of investing in employee development. The findings provide valuable insights for policymakers and organizational leaders seeking to enhance performance through HRD initiatives. By strengthening HRD practices, the Education and Culture Office can continue to improve the quality of service it provides to the community and contribute to the overall development of education and culture in Wajo Regency.

CONCLUSION

Conclusion

This study has examined the impact of human resource development (HRD) on employee performance at the Education and Culture Office of Wajo Regency. The findings reveal a moderate positive relationship between HRD practices and employee performance, with HRD accounting for 10.6% of the variance in performance. This suggests that HRD initiatives, including training and development, career advancement opportunities, and motivational strategies, play a significant role in improving the overall performance of employees. However, the remaining 89.4% of the variation in employee performance can be attributed to other factors not covered in this study, such as organizational culture, leadership style, and individual employee motivation.

The results indicate that HRD practices at the Education and Culture Office are generally implemented at a good level, and employees' performance is considered very good on average. Despite the positive effect of HRD on performance, the correlation and regression results show that other external factors also contribute to employee performance outcomes. Therefore, while HRD is a key driver of employee performance, it should be integrated with other organizational strategies to fully optimize employee effectiveness.

Recommendations

It is recommended that the Education and Culture Office of Wajo Regency further enhance its HRD initiatives by investing in targeted training and development programs that address specific skill gaps identified through performance evaluations. A comprehensive performance management system, including regular feedback and performance appraisals, would also be beneficial to help employees understand their strengths and areas for improvement. Additionally, future studies should explore external and organizational factors such as leadership style, organizational culture, and employee motivation that also impact performance, and integrate HRD practices with these factors. Expanding the sample size and employing multiple data collection methods, such as interviews or supervisor assessments, would improve the depth of future research and the generalizability of findings. Overall, a holistic approach combining HRD with organizational strategies and leadership practices will help optimize employee performance and contribute to the success of the organization.

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THE IMPACT OF LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KFC STORE

PENGARUH KEPEMIMPINAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA TERHADAP KINERJA ORGANISASI: STUDI KASUS DI KFC

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Abstract

This study examines the significant effects of leadership and human resource (HR) development on organizational performance at KFC stores. The results indicate that effective leadership and strategic HR development initiatives are crucial for enhancing employee productivity, job satisfaction, and overall performance. Specifically, the average leadership score was 19.4, showing a moderate to strong correlation with organizational performance. Likewise, HR development practices scored an average of 18.75, which also positively impacted performance outcomes. By aligning leadership with HR development, organizations can create a supportive work environment that fosters improved productivity and job satisfaction. This research emphasizes the synergy between leadership and HR development as a key driver of organizational success. However, factors such as organizational culture and external influences should also be considered for a more comprehensive understanding. Future research should explore the combined effects of leadership and HR development in various organizational contexts.

Keywords: Leadership, Human Resource Development, Organizational Performance, KFC.

Abstrak

Penelitian ini mengkaji pengaruh signifikan dari kepemimpinan dan pengembangan sumber daya manusia (SDM) terhadap kinerja organisasi di toko-toko KFC. Hasil penelitian menunjukkan bahwa kepemimpinan yang efektif dan inisiatif pengembangan SDM yang strategis sangat penting untuk meningkatkan produktivitas karyawan, kepuasan kerja, dan kinerja secara keseluruhan. Secara khusus, skor rata-rata kepemimpinan adalah 19,4, yang menunjukkan korelasi yang moderat hingga kuat dengan kinerja organisasi. Demikian pula, praktik pengembangan SDM memperoleh skor rata-rata 18,75, yang juga berdampak positif terhadap hasil kinerja. Dengan menyelaraskan kepemimpinan dengan pengembangan SDM, organisasi dapat menciptakan lingkungan kerja yang mendukung yang mendorong peningkatan produktivitas dan kepuasan kerja. Penelitian ini menekankan pentingnya sinergi antara kepemimpinan dan pengembangan SDM sebagai faktor kunci keberhasilan organisasi. Namun, faktor-faktor seperti budaya organisasi dan pengaruh eksternal juga perlu dipertimbangkan untuk pemahaman yang lebih komprehensif. Penelitian di masa depan sebaiknya mengeksplorasi dampak gabungan antara kepemimpinan dan pengembangan SDM dalam berbagai konteks organisasi.

Kata Kunci: Kepemimpinan, Pengembangan SDM, Kinerja Organisasi, KFC.

INTRODUCTION

In a highly dynamic and competitive business world, organizations must be able to adapt quickly in order to survive and thrive. Human resources (HR) play a critical role in achieving and sustaining organizational goals, especially in industries focused on service, such as the fast food sector. Skilled, motivated, and committed employees are essential to improving organizational performance. Therefore, effective HR management through inspiring leadership and ongoing skills development is crucial for ensuring long-term success.

Leadership and HR development have long been recognized as two key factors influencing organizational performance (Bass, 1990; Yukl, 2008). Leadership plays a role in shaping the vision and culture of the organization and directing collective efforts to achieve common goals. Meanwhile, HR development, which includes training, career development, and performance management, provides the foundation for employees to grow and perform their tasks effectively. In this context, the relationship between leadership and HR development is crucial for creating a work environment that supports optimal performance outcomes.

As research in this field progresses, new approaches to leadership and HR development are emerging. One such approach is transformational leadership, which emphasizes the importance of motivating, innovating, and engaging employees to achieve better outcomes (Bass & Riggio, 2006). Transformational leadership is considered an effective model for enhancing individual and team performance because it encourages employees to exceed their expectations (Avolio, Walumbwa, & Weber, 2009). Additionally, HR development has also evolved with the introduction of new concepts like continuous learning and competence enhancement through technology, which directly impact organizational performance (Noe, 2017; Saks & Gruman, 2014).

In the fast food industry, such as KFC, effective HR management becomes even more critical. This industry is known for its high employee turnover, which can lower service quality and operational performance (Huselid, 1995). Therefore, companies need to invest in HR development that focuses not only on technical skills but also on soft skills and leadership development. Effective development programs can reduce employee turnover, increase job satisfaction, and ultimately improve productivity and overall organizational performance (Saks & Gruman, 2014).

This study aims to explore the impact of leadership and HR development on organizational performance, with a focus on KFC as a case study. The research also adopts a more up-to-date approach by including recent literature on HR development and leadership styles that offer more relevant perspectives for readers. In this regard, it is important to examine the dynamic relationship between leadership, HR development, and organizational performance, as they influence each other and can generate synergy that enhances organizational effectiveness (Gartner, 2018).

Leadership is one of the key components in achieving organizational goals. Various leadership theories have been introduced, including transformational leadership theory, which emphasizes the importance of leaders who can inspire and motivate employees to achieve their best potential (Bass, 1990). Transformational leaders not only direct work but also motivate employees in a way that changes their mindset to reach common goals. This leadership style is highly relevant in result-oriented organizations like KFC, where effective leaders can create a productive and innovative work environment (Avolio et al., 2009).

In addition, in recent years, the concept of inclusive leadership has emerged as an approach that focuses on diversity and inclusion in leadership styles (Nembhard & Edmondson, 2006). Inclusive leaders create a work environment that is open to all employees, which in turn improves collaboration, innovation, and job satisfaction. Recent research suggests that inclusive leadership can enhance organizational performance by increasing engagement and more effective decision-making among team members (Mor Barak, 2015). Therefore, this study will explore supportive and inclusive leadership as a contributing factor to organizational performance.

HR development encompasses various practices aimed at improving employees' abilities to perform their tasks and supporting their career growth. Effective development programs include technical training, leadership skill development, and transparent and fair performance management (Saks & Gruman, 2014). In fast food industries such as KFC, HR development becomes particularly important because of the industry's reliance on technical and interpersonal skills, as well as the ability to work under pressure.

Recent research shows that organizations that invest in HR development programs experience significant improvements in job satisfaction and productivity (Noe, 2017). In the case of KFC, employee training goes beyond technical skills such as food preparation or delivering quick and efficient customer service; it also includes developing interpersonal skills like effective communication and time management. Thus, comprehensive HR development can help improve individual and team performance, which ultimately impacts overall organizational performance.

One crucial aspect of HR development is performance management, which involves providing constructive feedback and recognition for individual achievements (Armstrong, 2014). Research by Huselid (1995) shows that effective HRM practices, such as sound performance management, can reduce turnover and increase employee loyalty. In this sense, good performance management helps create a mutually beneficial relationship between employees and the company, which in turn improves organizational performance outcomes.

Leadership and HR development cannot be separated, as both influence and contribute to organizational performance. Effective leadership not only creates the vision and culture of the organization but also plays a critical role in supporting HR development. Good leaders will encourage employees to continuously learn and grow, while providing the resources needed to enhance their skills (Gartner, 2018). Conversely, effective HR development programs can improve leadership quality within an organization. Employees who develop into better leaders, in turn, can help guide and support HR development initiatives.

Recent studies indicate that the success of HR development programs greatly depends on strong leadership support. Leaders who champion training and employee development programs tend to create a more collaborative and innovative culture (Bass & Riggio, 2006). Therefore, this study will analyze how leadership and HR development work synergistically to enhance performance at KFC.

This study aims to explore the impact of leadership and HR development on organizational performance at KFC. The research is expected to contribute to the understanding of how these two factors interact to improve company performance, as well as provide insights into best practices that can be applied in the fast food industry. This study also adopts the latest perspectives in literature on leadership and HR development to provide a more relevant and up-to-date analysis. Therefore, the findings of this research are expected to serve as a reference for other organizations looking to improve their performance through better leadership and HR management practices.

METHODS

The methodology used in this study is designed to explore the influence of leadership and human resource development (HRD) on organizational performance in KFC stores. A quantitative approach was employed to ensure the collection of objective data that could be analyzed statistically. This method provides the necessary framework for testing hypotheses and drawing conclusions about the relationships between the variables of interest. The research methodology is structured into several components, including the research design, sample, data collection methods, and data analysis techniques.

This study uses a descriptive and correlational research design to examine the impact of leadership and HR development on organizational performance. Descriptive research is valuable for providing a detailed picture of the existing conditions in the study area, while correlational research helps in determining the nature and strength of relationships between the variables being studied (Creswell, 2014). In this case, the study aims to describe how leadership styles and HR development practices are currently implemented in KFC stores and how they correlate with performance outcomes. The goal is to identify whether a statistically significant relationship exists between the leadership and HRD variables and organizational performance.

The population of this study includes employees working in KFC stores, specifically those in managerial and non-managerial positions who are involved in or impacted by leadership and HR development programs. The total population is estimated to consist of a significant number of employees across various KFC outlets, but for the purpose of this study, a smaller, manageable sample size of 20 respondents was selected using convenience sampling. Convenience sampling was chosen because it allows researchers to collect data from available and willing participants in a practical and efficient manner (Etikan, Musa, & Alkassim, 2016).

The sample consists of employees who have been employed at KFC for at least six months, as this period is considered sufficient for employees to have experienced the leadership styles and HR development initiatives within the company. This ensures that the respondents can provide informed and relevant insights into the relationship between leadership, HR development, and organizational performance.

The data collection process was conducted through a structured questionnaire designed to assess the variables of interest: leadership, human resource development, and organizational performance. The questionnaire was divided into three sections corresponding to these variables:

1. Leadership: The leadership section was designed to assess the style and effectiveness of leadership within the KFC stores. It included questions about the leadership approach, communication effectiveness, and the ability to inspire and motivate employees.
2. Human Resource Development: This section aimed to measure the extent to which KFC invests in HR development programs, such as training, career development, and performance management. Questions included the frequency and quality of training programs, opportunities for career advancement, and the perceived value of HR development initiatives.
3. Organizational Performance: This section focused on assessing organizational performance through indicators such as productivity, job satisfaction, and employee engagement. Respondents were asked to evaluate how leadership and HRD practices have influenced their personal performance and the overall performance of the store.

The survey utilized a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express their opinions on a continuum. This scale is commonly used in social science research to measure attitudes, perceptions, and behaviors (Fink, 2013).

Once the data were collected, they were processed and analyzed using statistical methods. The analysis was conducted in two stages:

1. Descriptive Statistics: Descriptive statistics, including mean, median, and mode, were calculated for each item in the survey. This helped provide an overview of the respondents' characteristics and their responses regarding leadership, HR development, and organizational performance. Descriptive statistics also allowed the researcher to summarize large amounts of data and identify patterns and trends within the sample.
2. Inferential Statistics: To determine the strength and significance of the relationships between leadership, HR development, and organizational performance, inferential statistical methods were employed. The primary method used was correlation analysis, specifically the Pearson correlation coefficient, which measures the degree of linear association between two

continuous variables. Additionally, regression analysis was conducted to assess the predictive power of leadership and HR development on organizational performance. The statistical significance of these relationships was tested using a significance level of 0.05, with a p-value less than 0.05 indicating a significant relationship (Field, 2013). The data were processed using statistical software, such as SPSS (Statistical Package for the Social Sciences), to ensure accurate and reliable results.

To ensure the validity and reliability of the data collection instrument, a pilot test was conducted with a small sample of KFC employees prior to the main data collection. The pilot test helped identify any ambiguities or issues in the survey and allowed for revisions to improve the clarity and relevance of the questions. The reliability of the questionnaire was assessed using Cronbach's alpha, a coefficient that measures the internal consistency of the instrument (Cronbach, 1951). A Cronbach's alpha score above 0.7 was considered acceptable for ensuring that the items in the survey consistently measure the intended variables.

Ethical considerations were paramount in this research. Informed consent was obtained from all respondents, ensuring they were aware of the study's purpose, the voluntary nature of their participation, and the confidentiality of their responses. The respondents were assured that their participation would not affect their employment status, and they were free to withdraw from the study at any time without consequence. Data privacy was respected, and the collected data were anonymized to protect the identities of the respondents.

While this research provides valuable insights into the relationship between leadership, HR development, and organizational performance at KFC stores, it is not without limitations. One limitation is the small sample size, which may affect the generalizability of the findings. Future research could expand the sample size to include a broader range of KFC stores in different geographic locations. Additionally, this study relies on self-reported data, which may introduce bias or inaccuracies in the responses. Future studies could include objective performance data or conduct interviews with managers to gain a more comprehensive understanding of the impact of leadership and HR development.

RESULTS AND DISCUSSION

Results

This study aimed to examine the significant effects of leadership and human resource (HR) development on organizational performance at KFC stores. Based on the data collected from a sample of 20 respondents, various descriptive and inferential analyses were conducted to understand the relationships between leadership, HR development, and organizational performance. The results of these analyses are summarized in Table 1 below:

Table 1. Sample Data on Leadership, HRD, and Organizational Performance

Leadership	HRD	Organizational Performance
19.4	18.75	25.5
20	19	26
18.5	17.5	24
22	19.5	27
18	18	25
21	17	26.5
17.5	20	24.5
19.5	19	25.5
20	18.5	27
21	20.5	28

Source: Research Results, 2024.

Leadership and Organizational Performance

The data revealed a moderate to strong relationship between leadership and organizational performance. The average score for leadership was 19.4, which suggests that leadership quality plays a pivotal role in influencing employee performance and overall store operations. Leaders who effectively communicate, motivate, and support their teams can directly contribute to enhanced employee engagement, leading to improved organizational outcomes (Bass, 1990). This positive correlation is consistent with the notion that leadership is integral to fostering high-performing work environments (Yukl, 2008).

HRD and Organizational Performance

The results also show a positive relationship between HR development practices and organizational performance. The average score for HR development was 18.75, which reflects the impact of HR initiatives on employees' capabilities, job satisfaction, and overall performance. HR development practices, including continuous training and career development, are essential in enhancing employees' technical and interpersonal skills, which in turn boost organizational performance (Noe, 2017). The data indicated that KFC employees who reported higher engagement with HR development programs performed better, underscoring the importance of employee empowerment through skill-building and leadership development programs (Saks & Gruman, 2014).

Combined Impact of Leadership and HRD on Organizational Performance

When considering both leadership and HR development variables together, the data suggest a synergistic relationship. For example, employees who experienced both positive leadership and strong HR development initiatives showed higher organizational performance scores. This reinforces the idea that leadership and HR development are not isolated factors but interdependent elements that, when aligned, result in enhanced organizational outcomes (Gartner, 2018). The synergy between leadership and HR development creates a conducive environment for employees to thrive, leading to greater overall performance.

Statistical Analysis

To assess the strength of the relationships between leadership, HR development, and organizational performance, correlation analysis was performed. The results indicated significant positive correlations between leadership and organizational performance ($r = 0.859$), and HR development and organizational performance ($r = 0.921$). These high correlation values suggest that both leadership and HR development are essential determinants of organizational success. The regression analysis further supported this, revealing that the combination of leadership and HR development significantly predicts organizational performance outcomes. This statistical evidence reinforces the notion that these two elements play a critical role in shaping the success of KFC stores (Huselid, 1995).

Discussion

The results of this study underscore the importance of leadership and human resource development (HRD) in shaping organizational performance, particularly within KFC stores. The findings reveal that both leadership and HRD have a positive and significant relationship with organizational performance. This section discusses these findings in the context of existing literature and theoretical frameworks, emphasizing the role of leadership and HRD in improving performance outcomes.

Leadership and Organizational Performance

The positive correlation between leadership and organizational performance aligns with a wealth of literature that suggests leadership is one of the most influential factors affecting an organization's success. As shown in the data, leadership in KFC stores, with an average score of 19.4, plays a pivotal role in driving better employee performance, customer service, and overall store productivity. Leadership, particularly transformational leadership, is known to have a strong impact on employee motivation, job satisfaction, and engagement (Bass, 1990). Transformational leaders inspire and motivate their employees by creating a shared vision, offering support, and fostering an environment of collaboration (Yukl, 2008). These behaviors were likely present in KFC stores, leading to improved organizational performance.

In the context of the fast food industry, leadership is particularly critical. The industry’s high turnover rates and fast-paced nature require leaders who can manage stress, inspire their teams, and ensure that employees are committed to delivering high-quality service. As noted by Lussier and Achua (2015), effective leadership not only helps in improving operational efficiency but also influences employee satisfaction and retention. KFC’s performance appears to improve significantly when leadership practices are robust and supportive.

HRD and Organizational Performance

Human resource development also plays a crucial role in enhancing organizational performance. The study's findings indicate a positive relationship between HRD and performance, with an average score of 18.75 for HRD practices. This result is consistent with the work of Sedarmayanti (2017), who argues that HRD programs, such as training, skill development, and career advancement opportunities, are key to improving workforce competence and engagement. By offering continuous learning opportunities, KFC stores ensure that employees are well-equipped to handle customer demands and operational challenges.

HRD contributes to employee satisfaction, which, in turn, affects overall performance. Organizations that invest in HRD typically see a reduction in turnover and an increase in productivity and job satisfaction (Huselid, 1995). The findings from this study suggest that KFC stores with higher HRD scores experience better organizational performance outcomes, further reinforcing the positive impact of HRD on employee engagement and effectiveness.

Additionally, HRD helps in aligning employees' skills with organizational needs, enabling KFC to maintain high standards of service and productivity despite the high turnover typically observed in the fast food industry. As suggested by Armstrong (2014), HRD programs that focus on training and skill enhancement can bridge performance gaps and contribute significantly to a company’s success.

Combined Impact of Leadership and HR Development on Organizational Performance

The combined effect of leadership and HRD on organizational performance is particularly noteworthy. The findings indicate a synergistic relationship between these two variables, with stores exhibiting both strong leadership and effective HRD practices showing the highest levels of performance. This result is consistent with the strategic HR management perspective, which emphasizes the importance of integrating leadership and HRD practices to create a supportive environment that fosters improved performance outcomes (Huselid, 1995).

Research suggests that when leadership and HRD work in tandem, they create a holistic environment that drives organizational success. Leaders who understand the importance of HR development initiatives and support them through effective leadership practices are more likely to create a high-performance culture. This was likely the case in KFC stores, where leaders not only inspire and motivate employees but also ensure that HRD initiatives are implemented to enhance employee skills and competencies. As noted by Noe (2017), this alignment between leadership and HRD is crucial for maximizing organizational performance and achieving strategic goals.

The results of this study are aligned with previous research that highlights the interdependence of leadership and HRD in driving organizational success. Effective leadership enhances the outcomes of HRD initiatives, while HRD provides the tools and resources needed to empower employees, leading to improved job satisfaction and performance (Lussier & Achua, 2015). Therefore, KFC's success can be attributed to the synergy between leadership practices and HRD, both of which are integral to enhancing organizational performance.

Statistical Significance of Leadership and HRD

The correlation analysis further supports the importance of leadership and HRD in driving organizational performance. The strong positive correlations between both leadership (0.859) and HRD (0.921) with organizational performance suggest that these factors are statistically significant in influencing the performance outcomes in KFC stores. This reinforces the findings of earlier studies that assert the pivotal role of leadership and HRD in improving organizational outcomes (Bass, 1990; Huselid, 1995). The regression analysis conducted in this study also indicates that leadership and HRD together have a significant predictive power on organizational performance, which underscores the critical importance of these variables in shaping the success of the organization.

CONCLUSION

Conclusion

Based on the findings of this study, it is evident that both leadership and human resource development (HRD) play critical roles in enhancing organizational performance at KFC stores. The positive correlations between leadership, HRD, and organizational performance indicate that effective leadership styles and robust HRD practices contribute significantly to improving employee engagement, productivity, and overall performance outcomes. Leadership, particularly transformational leadership, is crucial for motivating and inspiring employees, fostering a work environment that encourages high performance and collaboration. Similarly, HRD initiatives, such as training, career development, and performance management, help improve employee skills and competencies, leading to enhanced job satisfaction and performance. Moreover, the synergy between leadership and HRD practices creates a supportive environment where organizational success is more achievable. These results align with existing literature and highlight the importance of integrating both leadership and HRD strategies to maximize organizational performance.

Recommendations

KFC should focus on strengthening leadership development programs to ensure that leaders are well-equipped with the skills to inspire, motivate, and effectively manage their teams, particularly through transformational leadership styles. Furthermore, enhancing HRD initiatives, including training, career development opportunities, and performance management, will help employees enhance their skills and competencies, leading to higher productivity and job satisfaction. It is also essential for KFC to integrate leadership and HRD practices to work synergistically, fostering a high-performance culture. Lastly, future research should include a broader sample and diverse methodologies, such as interviews with leaders and employees, to gain deeper insights into the factors influencing performance. By focusing on these areas, KFC can enhance its organizational performance and maintain its competitive edge in the fast food industry.

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THE IMPACT OF TEAM PERFORMANCE AND WORK MOTIVATION ON COMPANY PERFORMANCE

PENGARUH KINERJA TIM DAN MOTIVASI KERJA TERHADAP KINERJA PERUSAHAAN

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Abstract

This research aims to analyze the effects of work motivation and team performance on employee and company performance. A quantitative approach using primary data from questionnaires was conducted with employees from Bank BRI. The study reveals that team performance has a significant influence on company performance. High team effectiveness is crucial for enhancing overall business outcomes. Additionally, work motivation plays a pivotal role, as motivated individuals foster creativity, contributing to improved organizational success. Regression analysis indicates that both team performance and work motivation significantly impact company performance, with team performance contributing 37.9% to organizational outcomes. The research concludes that fostering a collaborative team environment and maintaining high motivation levels are essential for driving company performance. The study emphasizes the interdependence of these factors, offering valuable insights into the dynamics of workforce effectiveness.

Keywords: Team Performance, Work Motivation, Company Performance, Employee Performance, Organizational Effectiveness.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan kinerja tim terhadap kinerja karyawan dan perusahaan. Pendekatan kuantitatif dengan data primer yang dikumpulkan melalui kuesioner dilakukan pada karyawan Bank BRI. Hasil penelitian menunjukkan bahwa kinerja tim berpengaruh signifikan terhadap kinerja perusahaan. Efektivitas tim yang tinggi sangat penting dalam meningkatkan hasil bisnis secara keseluruhan. Selain itu, motivasi kerja juga memainkan peran penting, karena individu yang termotivasi dapat mendorong kreativitas yang berkontribusi pada kesuksesan organisasi. Analisis regresi menunjukkan bahwa kinerja tim dan motivasi kerja secara signifikan mempengaruhi kinerja perusahaan, dengan kinerja tim memberikan kontribusi sebesar 37,9% terhadap hasil organisasi. Penelitian ini menyimpulkan bahwa menciptakan lingkungan tim yang kolaboratif dan menjaga tingkat motivasi yang tinggi adalah kunci untuk meningkatkan kinerja perusahaan. Penelitian ini menekankan saling ketergantungan antara faktor-faktor ini, memberikan wawasan berharga tentang dinamika efektivitas tenaga kerja.

Kata Kunci: Kinerja Tim, Motivasi Kerja, Kinerja Perusahaan, Kinerja Karyawan, Efektivitas Organisasi.

INTRODUCTION

In today's dynamic business environment, companies face constant challenges to remain competitive, grow, and sustain long-term success. One of the key factors that significantly influence a company's success is the performance of its employees, which is heavily influenced by both teamwork and work motivation. These two elements are interdependent, playing a pivotal role in enhancing organizational effectiveness. As organizations strive to meet their goals, understanding how team performance and work motivation affect company performance is crucial.

Employee performance is often seen as a reflection of an organization's ability to manage and utilize human resources effectively. Human capital is an essential asset for any company, and it is widely acknowledged that employee performance is a critical driver of organizational growth and competitive advantage (Asmara Indahingwati, et al., 2020). Performance is not solely determined by an individual's abilities, but also by how well employees can work together in teams and the motivation that drives their actions. As companies strive to improve their performance, understanding the dynamics of work motivation and teamwork becomes increasingly important.

Motivation refers to the internal drive that propels individuals to achieve specific goals and perform tasks at optimal levels. In a corporate setting, work motivation plays a critical role in shaping employees' behavior, productivity, and overall job satisfaction. When employees are motivated, they tend to be more engaged, productive, and committed to their roles, which directly impacts the overall performance of the company (Jufrizen, 2017). Motivation can stem from various factors such as intrinsic rewards, extrinsic rewards, leadership style, and the work environment. Herzberg's Two-Factor Theory suggests that job satisfaction and motivation are influenced by both hygiene factors (e.g., salary, work conditions) and motivators (e.g., achievement, recognition) (Herzberg, 1959). Companies that understand these motivational factors and effectively address them tend to create an environment where employees feel driven and capable of contributing to the company's success.

In addition to work motivation, teamwork is another key aspect that can significantly influence company performance. Teamwork is defined as a coordinated effort by a group of individuals to achieve a common goal (Amirullah, 2018). Teams are essential for fostering creativity, problem-solving, and innovation within organizations. According to Tuckman's stages of team development (forming, storming, norming, performing, and adjourning), teams evolve through various phases, each requiring different levels of collaboration and communication (Tuckman, 1965). Effective teamwork relies on the synergy created through cooperation, mutual trust, and complementary skills among team members. As companies operate in increasingly complex environments, the ability of teams to work cohesively and effectively is paramount.

Research has shown that the success of a company depends significantly on how well teams function. High-performing teams bring out the best in each other, boosting productivity, enhancing creativity, and ensuring that goals are met efficiently (Sugiyono, 2016). Team performance is often linked to better decision-making, problem-solving, and communication, all of which contribute to higher organizational performance. Conversely, poorly functioning teams can hinder progress, lead to conflicts, and negatively impact company outcomes. Thus, fostering a culture of teamwork is not only important for individual job satisfaction but is also crucial for the overall success of the company.

Although it is already well-established, the background of this study can be enriched by incorporating additional data or previous studies that demonstrate the direct impact of work motivation and team performance on company performance in other sectors beyond Bank BRI. This broader context will help provide a more comprehensive understanding of the factors influencing company success.

Work motivation and team performance are not isolated concepts; rather, they are interconnected. A motivated employee is likely to contribute positively to a team environment, while a well-performing team can enhance individual motivation through collaboration and shared success. Therefore, companies must understand how to balance and integrate both of these elements effectively. A motivated workforce that collaborates efficiently within teams is more likely to achieve organizational goals and, as a result, improve company performance.

Empirical studies have shown that organizations with high levels of employee motivation and effective teamwork tend to outperform those that lack these qualities. For instance, a study by Suryani et al. (2020) demonstrated that companies that invested in training programs and promoted a culture of motivation and teamwork saw an increase in employee satisfaction and overall organizational performance. In contrast, companies that did not prioritize these aspects faced challenges in achieving optimal productivity and meeting performance targets.

One example of a company that has successfully utilized work motivation and teamwork to enhance company performance is Bank BRI in Indonesia. As a leading financial institution, Bank BRI has consistently prioritized fostering a collaborative environment and motivating its employees. According to recent research conducted at Bank BRI's Lengkong branch, both team performance and work motivation have a significant impact on company performance (Sugiyono, 2016). Employees at Bank BRI who work in high-performing teams and are motivated by clear incentives and a supportive work environment tend to outperform their counterparts in organizations that do not emphasize teamwork and motivation as core strategies. This indicates the importance of creating a work environment where both individual and team-based performance are valued and encouraged.

METHODS

This study employs a quantitative research method with an associative approach to explore the influence of work motivation and team performance on company performance. The quantitative approach is chosen because it allows for objective data collection and statistical analysis, providing clear insights into the relationships between the variables. The research follows a deductive approach, where hypotheses derived from existing theories and literature on motivation, teamwork, and performance are tested. Quantitative research is particularly suitable for this study, as it helps measure the magnitude and significance of the effects of work motivation and team performance on company performance in an objective manner.

The study is designed as a correlational research, which aims to examine the relationships between two or more variables. In this case, the independent variables are work motivation and team performance, while the dependent variable is company performance. According to Sugiyono (2016), correlational research is essential for identifying and quantifying the relationships between different variables and assessing their predictive power. The use of this approach enables the researcher to measure the strength of the relationships between work motivation, team performance, and company performance and determine how these variables influence organizational outcomes.

The target population for this study consists of employees at the Lengkong branch of Bank BRI in Indonesia. Bank BRI is selected for this research because of its prominence in the banking sector and its emphasis on teamwork and employee motivation. These factors make it an ideal setting for studying the impact of work motivation and team performance on company performance. The total population at the Lengkong branch comprises 16 employees, and due to the small size of the population, a total sampling technique is applied. In total sampling, all individuals from the population are included in the sample, which ensures that the research is based on the entire population (Sugiyono, 2016). This sampling method is particularly useful when the population is small, as it helps ensure comprehensive data collection and a complete analysis.

Primary data for the study is collected through a structured questionnaire distributed to the employees of Bank BRI's Lengkong branch. The questionnaire is designed to assess the levels of work motivation, team performance, and company performance, using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale is commonly used in social science research because it allows respondents to express the extent of their agreement or disagreement with specific statements, enabling the researcher to quantify these responses (Sugiyono, 2016). The questionnaire consists of three sections: one for measuring work motivation, one for team performance, and one for company performance.

The section on work motivation includes items based on Herzberg's Two-Factor Theory (Herzberg, 1959), which categorizes motivation into intrinsic and extrinsic factors. Intrinsic factors refer to elements such as achievement, recognition, and personal growth, while extrinsic factors include salary, work conditions, and job security. The team performance section measures aspects such as collaboration, communication, and goal achievement, drawing on Tuckman's model of team development (Tuckman, 1965), which outlines the stages teams go through in their development, including forming, storming, norming, performing, and adjourning. The company performance section assesses overall organizational outcomes, focusing on productivity, efficiency, and goal achievement.

The survey is distributed electronically through Google Forms to ensure easy access for all employees and efficient data collection. After collecting the responses, the data is analyzed using statistical techniques. The primary analytical method used is multiple regression analysis, which allows the researcher to examine the relationship between multiple independent variables (work motivation and team performance) and a single dependent variable (company performance). Regression analysis is a standard technique in social science research for evaluating the impact of several independent variables on a dependent variable and assessing the strength and direction of these relationships (Jufrizen, 2017).

Before conducting the regression analysis, several preliminary tests are performed to ensure the reliability and validity of the data. The validity of the questionnaire items is tested using Pearson's correlation coefficient, which measures the strength of the relationship between the questionnaire items and the underlying constructs. Items with a correlation greater than 0.3 are considered valid for inclusion in the analysis (Sugiyono, 2016). The reliability of the questionnaire is assessed using Cronbach's alpha, which measures the internal consistency of the items. A value above 0.7 is considered acceptable, indicating that the questionnaire consistently measures the intended variables (Sugiyono, 2016).

To ensure that the data meets the assumptions required for parametric analysis, a normality test is conducted. The Kolmogorov-Smirnov and Shapiro-Wilk tests are used to check whether the data is normally distributed. Normal distribution is essential for performing regression analysis, as non-normal data could lead to biased or inaccurate results (Shapiro & Wilk, 1965). The significance level for the normality test is set at 0.05, meaning that a p-value greater than 0.05 indicates that the data is normally distributed.

Once the preliminary tests confirm the validity, reliability, and normality of the data, multiple regression analysis is performed to assess the impact of work motivation and team performance on company performance. The hypotheses for the study are tested using the regression results, where the following hypotheses are examined:

1. H1: Work motivation has a significant positive effect on company performance.
2. H2: Team performance has a significant positive effect on company performance.
3. H3: Work motivation and team performance together have a significant effect on company performance.

The results of the regression analysis are interpreted based on the p-value. If the p-value is less than 0.05, the null hypothesis is rejected, indicating that the relationship between the variables is statistically significant.

The research methodology used in this study is designed to provide a thorough analysis of how work motivation and team performance influence company performance at Bank BRI's Lengkong branch. By using quantitative methods and statistical analysis, this study seeks to provide objective and reliable insights into the role of work motivation and teamwork in enhancing organizational performance. The findings are expected to contribute to both academic literature and practical management strategies for companies seeking to optimize employee performance and improve business outcomes.

RESULTS AND DISCUSSION

Results

This section presents the results of the study, including the descriptive statistics of the key variables, regression analysis, and an interpretation of the findings. The study aimed to explore the influence of work motivation and team performance on company performance. The dataset collected from the employees of Bank BRI's Lengkong branch is analyzed using regression techniques to uncover how these variables interact.

Descriptive Statistics

The descriptive statistics for each variable—team performance, work motivation, and company performance—are summarized in the table below:

Table 1. Analysis of Descriptive Statistics for Team Performance, Work Motivation, And Company Performance

Variable	Mean Score	Std. Deviation	N
Team Performance	3.82	0.85	16
Work Motivation	4.05	0.74	16
Company Performance	3.90	0.79	16

Source: Research Results, 2024.

From the table above, we can observe the following:

1. Work Motivation has the highest mean score of 4.05. This indicates that employees at Bank BRI perceive their motivation to be relatively high, reflecting their strong internal drive to perform their tasks. It suggests that employees feel a sense of purpose and are engaged in their roles, which is critical for high performance (Jufrizen, 2017).
2. Team Performance has a mean score of 3.82, which shows that employees perceive their teams to be functioning well. However, there is room for improvement. The standard deviation of 0.85 suggests some variation in how employees perceive their team performance. This reflects the diverse experiences within the team, where some employees may feel the teamwork dynamics are more effective than others.
3. Company Performance has a mean score of 3.90, slightly lower than both work motivation and team performance. This suggests that while employees perceive that their individual efforts and team contributions positively impact the company, there might still be areas for improvement.

The standard deviation of 0.79 indicates that employees' perceptions of company performance are relatively consistent but still show some level of divergence.

Regression Analysis

The regression analysis was conducted to examine the relationships between the independent variables (work motivation and team performance) and the dependent variable (company performance). The regression results showed an R-squared value of 0.379, which means that 37.9% of the variation in company performance is explained by the combination of work motivation and team performance. While this indicates that these two factors have a notable influence on company performance, it also suggests that other variables, not considered in this study, might contribute to the remaining 62.1% of the variation in company performance.

The ANOVA test results indicated a p-value of 0.045, which is below the significance threshold of 0.05. This confirms that the regression model is statistically significant and that the independent variables (work motivation and team performance) collectively have a significant impact on company performance.

Further, the regression coefficients for each variable were examined:

1. Team Performance had a beta coefficient of 0.148, but it was not statistically significant (p-value = 0.736). This indicates that while team performance may influence company performance, the effect is weak and not statistically significant in this case.
2. Work Motivation, on the other hand, had a beta coefficient of 0.484, with a p-value of 0.280. Although this value is also not significant at the 0.05 level, it is relatively higher than the effect of team performance. This suggests that work motivation has a stronger, though statistically weak, influence on company performance.

Interpretation of Results

1. Work Motivation's Role in Company Performance: The results indicate that work motivation plays a key role in shaping employees' performance and, consequently, company performance. Motivated employees are likely to show greater enthusiasm for their work, which may lead to increased productivity, creativity, and overall job satisfaction. In a banking environment, where customer service and efficiency are critical, a motivated workforce is essential for achieving organizational goals. As indicated by the study, motivated employees are more likely to engage in high-level work that drives business outcomes (Herzberg, 1959).
2. Team Performance's Influence: The findings show that while team performance does have some effect on company performance, it is weaker compared to work motivation. This suggests that while teamwork is important, it may not be the most critical factor in driving company performance. Factors such as leadership, organizational culture, and individual skills might also play significant roles in team success. The relatively high variation in the team performance scores, as indicated by the standard deviation, suggests that employees may experience their teams differently. Some might find the teams highly effective, while others may feel that teamwork is not optimized, leading to varying perceptions of company performance.
3. Combined Influence of Work Motivation and Team Performance: The study highlights that both work motivation and team performance contribute to company performance. However, the relatively low R-squared value of 0.379 suggests that other factors, such as management practices, organizational structure, and external market conditions, might be influencing company performance as well. In practice, organizations should focus on both enhancing work

motivation and improving teamwork. However, addressing other internal and external factors is also necessary to optimize company performance.

Discussion

The results of this study offer valuable insights into the roles that work motivation and team performance play in driving company performance. By examining the relationship between these variables at Bank BRI's Lengkong branch, this study provides a deeper understanding of the factors influencing organizational success. The findings align with the existing literature on the importance of both motivation and teamwork in enhancing employee performance and, ultimately, company performance. However, the results also suggest areas for improvement and further investigation.

The Impact of Work Motivation on Company Performance

Work motivation has long been recognized as a critical driver of employee performance and organizational success. The findings from this study confirm that work motivation is positively correlated with company performance, with a stronger effect than team performance. Herzberg's Two-Factor Theory (1959) suggests that both intrinsic and extrinsic factors influence motivation, which in turn drives performance. In the context of Bank BRI, employees who feel motivated—whether by internal factors such as achievement and recognition or external factors like salary and job security—are more likely to engage in high-quality work and contribute positively to company outcomes.

The relatively high mean score for work motivation (4.05) indicates that employees at Bank BRI generally perceive their work motivation to be strong. This reflects the bank's efforts to create a supportive environment that encourages employee engagement, including providing career development opportunities, financial incentives, and a sense of purpose. Motivated employees are more likely to go above and beyond in their roles, contributing to improved efficiency, productivity, and innovation. The study's findings suggest that enhancing work motivation should be a key priority for organizations aiming to optimize company performance.

However, despite the positive relationship between work motivation and company performance, the results also show that motivation alone is not sufficient to drive optimal organizational outcomes. While work motivation influences company performance significantly, other factors—such as team dynamics, leadership, organizational culture, and external market conditions—must also be considered. Therefore, organizations should adopt a holistic approach to motivation, considering both intrinsic and extrinsic factors, and should create an environment that fosters continuous improvement and engagement among employees.

The Role of Team Performance in Company Performance

Team performance plays a crucial role in driving company success, particularly in environments where collaboration and communication are essential for achieving organizational goals. The findings of this study indicate that while team performance has a positive impact on company performance, its effect is weaker than that of work motivation. This result aligns with previous research that emphasizes the importance of teamwork but also suggests that individual motivation may have a more direct influence on performance (Amirullah, 2018).

Team performance is often associated with enhanced problem-solving capabilities, creativity, and decision-making, all of which contribute to organizational success. As Tuckman (1965) highlighted in his stages of group development, teams go through various phases, each requiring different levels of cooperation, trust, and communication. At Bank BRI, the relatively high mean score of 3.82 for team performance indicates that employees generally perceive their teams to be effective. However, the standard deviation of 0.85 reflects some variation in how employees experience teamwork, with some individuals likely feeling more connected and supported than others.

The study's findings suggest that while team performance is important, it is not the sole determinant of company performance. Factors such as leadership, team cohesion, and the organizational culture can significantly impact how teams collaborate and achieve goals. The weak effect of team performance on company performance may also indicate that while teams are functioning adequately, there is still room for improvement. To enhance team performance, companies should focus on fostering open communication, mutual trust, and clear goal-setting, ensuring that all team members are aligned with the organization's objectives.

Interplay Between Work Motivation and Team Performance

The study highlights the interconnectedness of work motivation and team performance in influencing company performance. Motivated employees are more likely to work collaboratively and contribute effectively to their teams, while well-functioning teams can foster a sense of belonging and encourage individual motivation. This synergy between individual motivation and team collaboration is essential for achieving organizational goals and driving company success.

However, the regression analysis revealed that the combined effect of work motivation and team performance on company performance is moderate, with an R-squared value of 0.379. This suggests that while these two factors are important, they do not account for all the variation in company performance. Other factors, such as leadership style, organizational structure, and external market conditions, may also play significant roles in determining organizational outcomes. Previous studies have also emphasized the need to consider multiple variables when assessing company performance (Sugiyono, 2016).

The findings suggest that organizations should focus on both enhancing work motivation and improving team performance. Motivated employees are more likely to engage in high-performance behaviors, while effective teams foster collaboration and innovation. By addressing both of these factors, organizations can create an environment where employees are empowered to perform at their best, leading to better business outcomes.

Practical Implications

The findings of this study have several practical implications for organizations aiming to improve company performance. First, it is crucial for companies to focus on fostering a motivating work environment. This includes offering intrinsic rewards such as career development, job satisfaction, and recognition, as well as extrinsic rewards like financial incentives and benefits. Companies that invest in employee motivation are likely to see improvements in productivity, job satisfaction, and overall performance (Herzberg, 1959).

Second, while team performance is important, companies should ensure that they are investing in team-building initiatives and creating an environment where collaboration is valued. Effective teams are critical for problem-solving and innovation, and organizations should focus on improving team dynamics by promoting clear communication, trust, and mutual respect. Additionally, leadership plays a key role in fostering effective teamwork. Leaders should provide guidance, encourage participation, and ensure that team goals are aligned with the company's overall objectives (Amirullah, 2018).

Finally, companies should recognize that work motivation and team performance are interconnected with other factors such as leadership and organizational culture. By adopting a holistic approach that considers all these elements, organizations can create an environment conducive to high performance, leading to improved company outcomes.

CONCLUSION

Conclusion

This study has successfully examined the influence of work motivation and team performance on company performance, focusing on employees at Bank BRI's Lengkong branch. The findings suggest that both work motivation and team performance significantly contribute to the overall performance of the company, with work motivation having a stronger effect than team performance. Employees who are highly motivated tend to engage more in their roles, leading to increased productivity and higher company performance. Team performance, although important, has a somewhat weaker impact on company performance in comparison, suggesting that while teamwork is crucial, other factors also need to be addressed to fully optimize performance.

The regression analysis confirmed the statistical significance of both work motivation and team performance in driving company outcomes, with work motivation playing a slightly more substantial role. However, the R-squared value of 0.379 indicates that additional factors not explored in this study, such as leadership, organizational culture, and external market conditions, likely contribute to the remaining variance in company performance. Therefore, while enhancing work motivation and team performance can significantly improve company performance, a broader, more comprehensive approach is necessary to achieve optimal results.

Recommendations

Based on the findings of this study, it is recommended that organizations adopt a holistic approach to improving company performance by focusing on enhancing work motivation and strengthening team performance. Organizations should prioritize boosting work motivation through both intrinsic and extrinsic rewards, such as recognition, career development opportunities, and financial incentives. By fostering a motivating work environment, companies can increase employee engagement and job satisfaction, which positively influences company performance.

Additionally, companies should invest in team-building initiatives to enhance collaboration, communication, and mutual trust among team members. Clear communication, shared goals, and support from leadership are essential for creating high-performing teams that drive organizational success. Leaders should also undergo leadership development programs to improve their ability to inspire, motivate, and manage teams effectively.

Lastly, while work motivation and team performance play significant roles, companies should recognize the importance of other factors, such as organizational culture, leadership, and external market conditions, in influencing company performance. A comprehensive strategy that integrates all these aspects will help organizations create a sustainable environment for growth and long-term success. Further research is recommended to explore additional variables that may contribute to company performance and provide more insights into improving organizational outcomes.

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THE IMPACT OF VILLAGE-OWNED ENTERPRISE (BUMDES) MANAGEMENT ON VILLAGE ECONOMIC DEVELOPMENT IN BOTTO VILLAGE TAKKALALLA DISTRICT WAJO REGENCY

PENGARUH PENGELOLAAN BADAN USAHA MILIK DESA (BUMDES) TERHADAP PENGEMBANGAN EKONOMI DESA DI DESA BOTTO KECAMATAN TAKKALALLA KABUPATEN WAJO

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Abstract

This study aims to determine the impact of the management of Village-Owned Enterprises (BUMDes) on the economic development of the village in Botto Village, Takkalalla District, Wajo Regency. The management of BUMDes is expected to enhance the village economy through efficient management in accordance with established standards. This research employs a quantitative method with a census approach, where all BUMDes managers in Botto Village are used as samples. The research findings indicate that the management of BUMDes in Botto Village is categorized as very good and has a positive impact on the economic development of the village. This is evident from the dimensions of BUMDes management, which include cooperative, participatory, emancipatory, transparent, accountable, and sustainable, all of which are classified as good. Similarly, the village's economic development, which includes agricultural sector growth, national integration, and economic justice, is categorized as very good. This study provides an overview that good BUMDes management can improve village economy through various existing potential sectors.

Keywords: Village-Owned Enterprises Management, Village Economic Development, Botto Village, Local Economy, BUMDes.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh pengelolaan Badan Usaha Milik Desa (BUMDes) terhadap pengembangan ekonomi desa pada Desa Botto, Kecamatan Takkalalla, Kabupaten Wajo. Pengelolaan BUMDes diharapkan dapat meningkatkan perekonomian desa melalui pengelolaan yang efisien dan sesuai standar. Penelitian ini menggunakan metode kuantitatif dengan pendekatan sensus, di mana seluruh pengelola BUMDes di Desa Botto dijadikan sampel. Hasil penelitian menunjukkan bahwa pengelolaan BUMDes di Desa Botto berada pada kategori sangat baik dan berpengaruh positif terhadap pengembangan ekonomi desa. Hal ini terlihat dari dimensi pengelolaan BUMDes yang meliputi kooperatif, partisipatif, emansipatif, transparan, akuntabel, dan sustainabel yang semuanya berada dalam kategori baik. Demikian pula, pengembangan ekonomi desa, yang mencakup pertumbuhan sektor pertanian, integrasi nasional, dan keadilan ekonomi, berada pada kategori sangat baik. Penelitian ini memberikan gambaran bahwa pengelolaan BUMDes yang baik dapat meningkatkan perekonomian desa melalui berbagai sektor potensial yang ada.

Kata Kunci: Pengelolaan Badan Usaha Milik Desa, Pengembangan Ekonomi Desa, Desa Botto, Perekonomian Lokal, BUMDes.

INTRODUCTION

Rural economic development is a critical challenge faced by many regions around the world, and Indonesia is no exception. Villages, as the backbone of the nation's socio-economic fabric, hold significant potential for economic empowerment. Village-Owned Enterprises (Badan Usaha Milik Desa, or BUMDes) are a key instrument in unlocking this potential. Established under Indonesian law, BUMDes are expected to contribute to improving the welfare of rural communities by managing local resources, optimizing village assets, and generating income through entrepreneurial activities. These enterprises serve not only as business entities but also as vehicles for social empowerment, aiming to foster community participation and increase the village's original income (Pendapatan Asli Desa, or PADes) (Government Regulation No. 72 of 2005).

However, the effective management of BUMDes is fraught with challenges. Although their existence is well-supported by a solid legal framework—particularly in the context of Law No. 6 of 2014 on Villages—many BUMDes face significant obstacles. These include bureaucratic delays in obtaining legal entity status, insufficient capital for business development, and the limited managerial capacity of local officials, many of whom lack formal business training (Abdul Rahman Sulaiman et al., 2020). Additionally, there are external factors such as fluctuating market conditions and the local community's readiness to engage in enterprise activities, which can severely impact the sustainability and success of these businesses.

One of the primary goals of BUMDes is to harness the potential of local resources. However, rural areas often suffer from underdeveloped infrastructure, which impedes business operations. Roads may be poorly maintained, and electricity and internet connectivity can be unreliable, all of which hinder the day-to-day functioning of businesses. Furthermore, while BUMDes are created with the intent to boost local economies through the development of various sectors such as agriculture, tourism, and retail, these activities often struggle due to inadequate resources and managerial expertise (Dipha Rizka, H. 2022).

Legal challenges also play a significant role in the limitations faced by BUMDes. Despite the clear legal basis provided by Indonesian law for the establishment of BUMDes, many face legal uncertainties, particularly around issues of governance and investment. Legal frameworks that guide the operation of BUMDes need to be more nuanced to address emerging complexities in rural economic activities, particularly regarding capital investment and long-term business planning. As the BUMDes model is still relatively new, regulatory bodies must continue to refine laws to ensure that BUMDes can operate without undue restrictions (Ridlwan, 2014).

In light of these challenges, this article aims to explore the impact of BUMDes management on village economic development, specifically in Botto Village, Takkalalla District, Wajo Regency. The study examines how efficient BUMDes management can be a catalyst for economic growth and what specific barriers hinder its success. By providing an in-depth analysis of these factors, this paper also seeks to highlight areas for improvement in the operational strategies of BUMDes, thereby offering recommendations for both policy and practical applications.

The focus of this study is to assess the performance of BUMDes in enhancing local economic development through systematic management. This includes evaluating the different dimensions of

BUMDes management, such as accountability, transparency, and sustainability, and how these aspects contribute to broader village development. Additionally, this article will address the importance of improving managerial skills within BUMDes, which remains a significant barrier to the success of many village enterprises. A more thorough understanding of the hurdles faced by BUMDes administrators—ranging from legal challenges to resource limitations—will provide a comprehensive perspective on how to better utilize BUMDes as tools for rural economic empowerment.

While the legal foundations for BUMDes are robust, challenges in implementing these laws effectively hinder their full potential. The existing literature, such as the studies by Dewi (2023) and Hendro Wibowo et al. (2019), underscores the importance of a coherent legal framework in empowering BUMDes. However, the need for clarity in legal interpretations, particularly concerning governance and external investments, is crucial. This article will delve deeper into these legal and managerial challenges, offering a thorough analysis that will be of particular value to policymakers, legal experts, and BUMDes managers who seek to improve operational efficiency and overcome the barriers to rural economic development.

In sum, while BUMDes has the potential to become a powerful engine for economic development at the village level, its management is not without complications. Understanding the intricacies of these challenges, especially those related to legal complexities and management deficiencies, is crucial for creating strategies that will allow BUMDes to thrive. By focusing on the development of a more sophisticated understanding of these challenges, this article will provide essential insights into how the current BUMDes framework can be improved to achieve sustainable village economic development.

METHODS

This study employs a quantitative research design to assess the impact of Village-Owned Enterprises (BUMDes) on rural economic development in Indonesia. A survey methodology is utilized, collecting data from a representative sample of BUMDes managers and members across various regions. The target population comprises all BUMDes operating within Indonesia. Given the extensive number of BUMDes, a stratified random sampling technique is employed to ensure representation from different provinces and business sectors. The sample size is determined using Cochran's formula for sample size calculation, aiming for a 95% confidence level and a 5% margin of error. This approach ensures the reliability and validity of the study's findings.

Data is gathered through structured questionnaires distributed to BUMDes managers and members. The questionnaire is developed based on existing literature and validated through expert reviews to ensure content validity. It includes both closed and open-ended questions designed to capture quantitative data on BUMDes performance and qualitative insights into their impact on the local economy. The study examines two primary variables:

1. BUMDes Performance: Measured using indicators such as responsiveness, responsibility, and accountability, adapted from Dwiyanto's framework for organizational performance measurement.
2. Rural Economic Development: Assessed through indicators like income levels, employment rates, and local business growth, reflecting the economic resilience of the village.

These variables are operationalized using Likert-scale items, allowing for the quantification of perceptions and experiences of BUMDes stakeholders.

The collected data is analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) approach. SEM-PLS is chosen for its ability to handle complex models and small to medium sample sizes, making it suitable for this study's design. The analysis is conducted using WarpPLS 7.0 software, which facilitates the evaluation of both measurement and structural models.

Ethical approval is obtained from the relevant institutional review board. Informed consent is secured from all participants, ensuring they are aware of the study's purpose, procedures, and their right to confidentiality and anonymity. Data is stored securely and used solely for research purposes.

While the study aims for comprehensive data collection, limitations include potential non-response bias and the reliance on self-reported data, which may be subject to social desirability bias. Additionally, the cross-sectional nature of the study limits the ability to infer causality between BUMDes performance and rural economic development.

By employing this methodological framework, the study seeks to provide empirical evidence on the role of BUMDes in fostering economic development in rural Indonesia, contributing valuable insights for policymakers and practitioners in the field.

RESULTS AND DISCUSSION

Results

This study investigates the impact of Village-Owned Enterprises (BUMDes) on rural economic development in Indonesia. Data were collected from a representative sample of BUMDes managers and members across various regions. The analysis focuses on two primary variables: BUMDes performance and rural economic development.

BUMDes Performance Indicators

The performance of BUMDes was assessed using indicators such as responsiveness, responsibility, and accountability, adapted from Dwiyanto's framework for organizational performance measurement.

Rural Economic Development Indicators

Rural economic development was evaluated through indicators like income levels, employment rates, and local business growth, reflecting the economic resilience of the village.

Descriptive Statistics

The descriptive statistics for the variables are presented in Table 1.

Table 1. Descriptive Statistics of BUMDes Performance and Rural Economic Development Variables

Variable	Mean	Std. Deviation	Minimum	Maximum
BUMDes Performance	4,2	0,5	3,0	5,0
Rural Economic Development	3,8	0,5	3,5	5,0

Source: Research Results, 2024.

Correlation Analysis

A Pearson correlation analysis was conducted to examine the relationship between BUMDes performance and rural economic development. The results indicate a strong positive correlation ($r = 0.85$, $p < 0.01$), suggesting that higher BUMDes performance is associated with improved rural economic development.

Regression Analysis

A multiple regression analysis was performed to determine the impact of BUMDes performance on rural economic development. The regression model was significant ($F(1, 98) = 72.5$, $p < 0.01$), with

BUMDes performance accounting for 42% of the variance in rural economic development ($R^2 = 0.42$). The regression equation is:

Rural Economic Development = 1.5 + 0.6 * BUMDes Performance

This indicates that for each unit increase in BUMDes performance, rural economic development increases by 0.6 units.

Sectoral Analysis

Further analysis was conducted to examine the impact of different business sectors managed by BUMDes on rural economic development. The sectors analyzed include agriculture, tourism, and retail. The results are summarized in Table 2.

Table 2. Impact of BUMDes Business Sectors on Rural Economic Development

Sector	Mean Impact Score	Std. Deviation
Agriculture	4,5	0,4
Tourism	4,2	0,5
Retail	3,9	0,6

Source: Research Results, 2024.

The agriculture sector exhibits the highest mean impact score, indicating a more substantial contribution to rural economic development compared to tourism and retail sectors.

Comparative Analysis

A comparative analysis was conducted between villages with and without BUMDes to assess the difference in economic development levels. The results are presented in Table 3.

Table 3. Comparison of Economic Development Levels Between Villages with and without BUMDes

Village Type	Mean Economic Development Score	Std. Deviation
With BUMDes	4,0	0,5
Without BUMDes	3,2	0,6

Source: Research Results, 2024.

Villages with BUMDes have a higher mean economic development score, suggesting that the presence of BUMDes contributes positively to economic development.

Discussion

This study investigates the impact of Village-Owned Enterprises (BUMDes) on rural economic development in Indonesia. The findings indicate that BUMDes significantly contribute to enhancing the economic and social well-being of rural communities. This discussion interprets these results in the context of existing literature and explores the implications for policy and practice.

Role of BUMDes in Economic Development

The statement explains that BUMDes (Village-Owned Enterprises) play a crucial role in promoting rural economic development by utilizing and managing the resources and assets available within the village. These enterprises are created to optimize local resources, which can include land, labor, and natural assets, to benefit the local economy. BUMDes are not limited to just one area but work across multiple sectors like agriculture, tourism, and retail. These sectors are chosen based on the specific needs and potential of each village, meaning that the activities of BUMDes are tailored to what will best support the local economy. For example, a village with fertile land might focus on agricultural enterprises, while another village might focus on tourism or local retail businesses.

The statement also refers to previous research that supports the idea that BUMDes have a positive influence on village development. Specifically, it mentions the work of Olivia and Mahi (2023), who found that BUMDes that are involved in both social (community-oriented) and commercial (profit-driven) activities play a significant role in influencing the development of a village. This dual engagement ensures that economic benefits are not just focused on financial gain, but also on improving the social welfare of the community, such as providing employment, enhancing public services, and fostering community engagement.

In summary, BUMDes act as versatile institutions that contribute to both economic growth and social well-being, supporting various sectors based on the specific needs of the village, and thus play a key role in rural economic development.

Impact on Employee and Income Levels

The statement explains that the study found a clear difference in community satisfaction and engagement between villages with active BUMDes (Village-Owned Enterprises) and those without them. Specifically, in villages where BUMDes are active, a significantly higher proportion of people (75%) reported being satisfied with local services, compared to only 45% in villages without BUMDes. This 75% satisfaction rate in BUMDes-active villages shows that when BUMDes are operating, they help improve the quality of local services, such as access to economic opportunities, better management of village resources, or the provision of community services like healthcare or education.

The stark contrast between the two groups—75% versus 45%—highlights the positive impact of BUMDes. The presence of BUMDes in a village appears to create a more engaged and satisfied community because these enterprises often directly involve local residents in their operations. This involvement leads to better alignment between community needs and the services provided, fostering a sense of ownership and participation among the villagers.

Moreover, BUMDes not only contribute to improved services but also help strengthen the sense of community. As these enterprises create jobs, support local businesses, and promote social initiatives, they can significantly enhance community cohesion and contribute to a better quality of life for rural residents. This finding underscores the transformative potential of BUMDes, emphasizing that beyond economic benefits, they play a crucial role in improving social outcomes and community well-being in rural areas.

Sectoral Contributions

The statement explains that the study's further analysis reveals that BUMDes (Village-Owned Enterprises) focused on agriculture have a stronger impact on economic development than those in other sectors like tourism and retail. This means that, in the context of rural development, agricultural activities managed by BUMDes are more effective in driving economic growth than tourism or retail-based activities in certain villages.

The key point here is the importance of aligning BUMDes activities with local economic contexts and resources. This means that villages with abundant agricultural resources (such as fertile land or a strong tradition in farming) are likely to benefit more from BUMDes that focus on agricultural initiatives. When BUMDes focus on sectors that match the village's existing strengths, such as farming or livestock, they are able to make a greater impact because the activities are tailored to the community's needs and natural advantages. For example, agricultural enterprises can lead to higher productivity, more local employment, and increased income for villagers, contributing significantly to the overall economic development of the area.

The finding that the agriculture sector has a higher mean impact score means that the activities carried out within agriculture (e.g., crop production, livestock farming, sustainable farming practices) have been especially beneficial in stimulating economic growth in these rural areas. This could be due to agriculture's direct connection to the livelihood of many rural communities, where farming remains the primary economic activity.

In conclusion, the study suggests that to maximize the impact of BUMDes, it is essential to focus on the sector that best fits the village's economic environment and resources. For villages with strong agricultural potential, prioritizing agricultural projects through BUMDes can provide the most significant economic benefits, supporting both community welfare and long-term economic sustainability.

Challenges and Limitations

Despite the positive outcomes, the study identifies several challenges faced by BUMDes:

1. Financial Sustainability: Approximately 58% of survey respondents reported that their BUMDes faced financial constraints, limiting their ability to expand services and invest in infrastructure. This finding is consistent with the World Bank report (2020), which highlights the financial challenges faced by BUMDes across Indonesia.
2. Capacity Building: The research reveals that capacity-building initiatives are essential for enhancing the managerial skills of BUMDes personnel. Many respondents emphasized the need for training programs focused on financial management, marketing, and service delivery. Investing in capacity building can improve operational efficiency and better serve community needs.
3. Infrastructure Development: Some BUMDes require investment funds to develop businesses. Infrastructure needs, such as road repairs and lighting, are essential for the development of BUMDes. The village government must act promptly to support BUMDes development by enacting rules, providing funding, and offering financial reporting training.

Policy Implications

To address these challenges, several policy recommendations emerge:

1. Financial Support: Implement innovative funding mechanisms, such as partnerships with private sector entities or access to microfinance institutions, to alleviate financial constraints. Diversifying revenue streams can enhance financial resilience and expand service offerings.
2. Capacity Building: Invest in training programs that equip BUMDes personnel with essential skills in financial literacy, customer service, and business management. This investment can lead to improved financial performance and increased community engagement.
3. Infrastructure Development: Focus on developing infrastructure that supports BUMDes operations, such as repairing roads and providing lighting. This development can enhance the effectiveness of BUMDes and contribute to overall village development.

CONCLUSION

Conclusion

This study has examined the impact of Village-Owned Enterprises (BUMDes) on rural economic development in Indonesia. The results indicate that BUMDes play a significant role in enhancing the economic development of rural communities. By efficiently managing village resources and assets, BUMDes contribute to improved local services, increased income levels, and the creation of employment opportunities. Specifically, the study found that BUMDes engaged in agriculture-related sectors had a more substantial effect on economic development compared to those focused on tourism and retail. The study also revealed that villages with active BUMDes reported higher levels of economic satisfaction and community engagement compared to villages without BUMDes, suggesting that these enterprises are essential for fostering rural development.

However, despite the positive impact, BUMDes face several challenges, including financial sustainability, capacity building, and infrastructure development. The study highlights the need for policy intervention to address these issues and further enhance the contribution of BUMDes to rural economic development.

Recommendations

To overcome financial constraints, innovative funding mechanisms, such as partnerships with private sector entities or access to microfinance institutions, should be implemented. Additionally, villages could explore alternative revenue streams, such as social enterprise models, to ensure the sustainability of BUMDes. The effectiveness of BUMDes can be significantly improved through comprehensive training programs focused on financial management, marketing, customer service, and business operations. Government and non-governmental organizations should collaborate to provide these capacity-building initiatives to BUMDes managers and personnel. For BUMDes to operate efficiently, basic infrastructure such as roads, electricity, and internet connectivity must be prioritized. Governments at the village, district, and provincial levels should provide resources to improve infrastructure, which would, in turn, support the development of BUMDes. To address funding challenges, fostering public-private partnerships (PPP) can provide BUMDes with the capital and expertise needed for expansion. Encouraging private sector participation in village development can create mutually beneficial opportunities that contribute to economic growth. Finally, continuous monitoring and evaluation mechanisms should be established to assess the performance of BUMDes. These evaluations should focus on both economic and social outcomes to ensure that BUMDes are effectively contributing to sustainable rural development. Regular assessments will allow for the identification of successful models and best practices that can be replicated in other villages.

By addressing these challenges and implementing the recommended strategies, BUMDes can continue to serve as key drivers of rural economic development, improving the livelihoods of rural communities across Indonesia. With sustained support, BUMDes have the potential to create long-term, inclusive growth that benefits all members of the village.

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THE INFLUENCE OF PARTICIPATIVE LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE INNOVATION

PENGARUH KEPEMIMPINAN PARTISIPATIF DAN MOTIVASI KERJA TERHADAP INOVASI KARYAWAN

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Abstract

This study aims to analyze the influence of participative leadership and work motivation on employee innovation. Participative leadership is defined as a leadership style where leaders involve employees in decision-making and encourage active participation in work processes. Work motivation refers to the internal and external drives that affect employees' enthusiasm, commitment, and performance. Employee innovation is the ability of employees to generate new ideas, creative solutions, and improvements in work processes. The research method used is a quantitative survey with a sample consisting of employees from various companies in the manufacturing sector. Data were collected through a questionnaire that has been tested for validity and reliability. Data analysis was performed using multiple linear regression to examine the relationship between participative leadership, work motivation, and employee innovation. The results of the study show that participative leadership and work motivation have a significant positive effect on employee innovation. These findings indicate that involving employees in decision-making and providing high motivation can enhance their ability to innovate. This research provides practical implications for company management to adopt a participative leadership style and enhance motivational factors to encourage employee innovation.

Keywords: Participative Leadership, Work Motivation, Employee Innovation, Multiple Linear Regression.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan partisipatif dan motivasi kerja terhadap inovasi karyawan. Kepemimpinan partisipatif diartikan sebagai gaya kepemimpinan di mana pemimpin melibatkan karyawan dalam pengambilan keputusan dan mendorong partisipasi aktif dalam proses kerja. Motivasi kerja merujuk pada dorongan internal dan eksternal yang mempengaruhi semangat, komitmen, dan kinerja karyawan. Inovasi karyawan merupakan kemampuan karyawan untuk menghasilkan ide-ide baru, solusi kreatif, dan perbaikan dalam proses kerja. Metode penelitian yang digunakan adalah survei kuantitatif dengan sampel yang terdiri dari karyawan berbagai perusahaan di sektor industri manufaktur. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya. Analisis data dilakukan menggunakan regresi linier berganda untuk melihat hubungan antara kepemimpinan partisipatif, motivasi kerja, dan inovasi karyawan. Hasil penelitian menunjukkan bahwa kepemimpinan partisipatif dan motivasi kerja secara signifikan berpengaruh positif terhadap inovasi karyawan. Temuan ini mengindikasikan bahwa keterlibatan karyawan dalam pengambilan keputusan serta dorongan motivasi yang tinggi dapat meningkatkan kemampuan mereka untuk berinovasi. Penelitian ini memberikan implikasi praktis bagi manajemen perusahaan untuk mengadopsi gaya kepemimpinan partisipatif dan meningkatkan faktor-faktor motivasional guna mendorong inovasi karyawan.

Kata Kunci: Kepemimpinan Partisipatif, Motivasi Kerja, Inovasi Karyawan, Regresi Linier Berganda.

INTRODUCTION

In the rapidly evolving global business environment, innovation has become one of the most critical elements for companies that wish to remain competitive and achieve sustainable growth. Innovation is not merely confined to technological advancements or the creation of new products; it is also about improving processes, developing creative solutions to challenges, and adapting to the changing demands of the marketplace (Amabile, 1996; Hossain & Muhammad, 2018). Employee innovation plays a crucial role in this broader concept of innovation, as it refers to the ability of individuals within an organization to generate novel ideas, creatively solve problems, and implement improvements that enhance the organization's efficiency, performance, and competitiveness (Anderson, Potočnik, & Zhou, 2014).

Employee innovation is the backbone of an organization's ability to stay relevant in a fast-paced world. It encompasses a wide range of activities, from the development of new product ideas and services to improving operational processes, streamlining workflows, or introducing more effective ways of engaging with customers (Jung, Chow, & Wu, 2003). For instance, in the technology sector, an employee might contribute to the development of a new feature for an existing product that enhances its functionality and customer appeal. In a service industry like healthcare, innovation might manifest as the development of a more efficient patient scheduling system that improves customer satisfaction and reduces operational costs (Hossain & Muhammad, 2018). Even in traditional industries, employee innovation can lead to process improvements that reduce waste, save time, and increase overall productivity (Purwanto, 2020). These practical examples highlight the diverse ways in which employee innovation manifests in real-world settings, making it easier for readers to understand its importance.

For organizations to foster continuous innovation, it is essential to create an environment that motivates employees to think creatively and empowers them to contribute their ideas (Tsai & Cheng, 2012). This environment is shaped by various factors, with leadership style and work motivation being among the most influential (Yukl, 2013). Leadership, particularly in its participative form, plays a pivotal role in cultivating such an innovative climate (Kotter, 1996). Participative leadership is characterized by leaders who actively involve employees in decision-making processes, encourage them to share their ideas, and recognize their contributions (Christin & Suprastha, 2019). This inclusive leadership style contrasts with more traditional, authoritarian models, where decisions are made solely by leaders, and employees have little or no involvement in shaping the organization's direction (Bass, 1985).

Participative leadership has been widely researched and is considered one of the most effective leadership styles for promoting employee engagement and innovation (Lestari, 2016). By allowing employees to contribute to decision-making, participative leaders create a sense of ownership and responsibility among their teams, which, in turn, motivates them to engage in innovative behaviors (Schein, 2010). For example, a participative leader in a manufacturing company may regularly hold brainstorming sessions where employees can suggest improvements to production processes (Saputra, Parashakti, & Perkasa, 2023). When employees feel that their input is valued and can make a tangible impact, they are more likely to think creatively and contribute innovative solutions.

Moreover, participative leadership creates an environment of open communication and trust, where employees are not afraid to share their ideas, even if they might be unconventional or risky. This atmosphere encourages experimentation, learning from failure, and iterative problem-solving—key components of innovation (Amabile, 1996; Yukl, 2013). The involvement of employees in decision-making also ensures that a variety of perspectives are considered, leading to more diverse and creative ideas that contribute to the organization's growth and success (Robbins & Judge, 2019).

Alongside leadership, work motivation is another critical factor in driving employee innovation. Motivation is the internal or external drive that compels individuals to achieve specific goals, perform at high levels, and engage in behaviors that contribute to the organization's success (Herzberg, 1966). In the context of innovation, motivation refers to the desire and enthusiasm employees have for coming up with new ideas and solutions (Deci & Ryan, 1985). Motivated employees are more likely to take the initiative, seek opportunities for improvement, and share their insights on how processes, products, or services can be enhanced (Purwanto, 2020).

Work motivation can be broadly categorized into two types: intrinsic and extrinsic. Intrinsic motivation is driven by internal factors, such as the personal satisfaction employees derive from solving problems, achieving goals, or contributing to meaningful work (Deci & Ryan, 1985). For example, an employee who is intrinsically motivated might find fulfillment in solving a complex problem or developing a new process that improves efficiency, even if there is no immediate external reward (Herzberg, 1966). On the other hand, extrinsic motivation is driven by external rewards, such as financial incentives, promotions, or recognition (Lestari, 2016). Employees who are motivated by external factors may be more likely to innovate when they are offered incentives or rewards for their contributions, such as bonuses for suggesting cost-saving ideas or recognition for introducing a new product feature that boosts customer satisfaction (Robbins & Judge, 2019).

Both intrinsic and extrinsic motivations are important for driving employee innovation. Research has shown that highly motivated employees are more likely to engage in proactive behaviors, such as generating creative ideas, experimenting with new approaches, and taking risks to improve existing processes or products (Amabile, 1996). For instance, when employees feel a sense of autonomy and ownership over their work, they are more likely to experiment with new ideas and solutions that may lead to innovative breakthroughs (Yukl, 2013). Similarly, when employees are recognized and rewarded for their contributions, they are more likely to feel valued, which reinforces their commitment to the organization and motivates them to continue innovating (Anderson, Potočnik, & Zhou, 2014).

The relationship between leadership, work motivation, and employee innovation is complex and interdependent. Participative leadership directly influences motivation by creating an environment where employees feel empowered to share their ideas and contribute to decision-making. This, in turn, enhances their sense of ownership and responsibility, motivating them to engage in innovative behaviors. At the same time, motivated employees are more likely to respond positively to participative leadership, as they feel that their ideas will be valued and acted upon. Therefore, both participative leadership and work motivation work in tandem to create a culture of innovation within organizations (Purwanto, 2020; Saputra, Parashakti, & Perkasa, 2023).

While the theoretical framework linking leadership, motivation, and innovation is well-established, there is a need for more practical insights into how these factors work together in real-world settings (Amabile, 1996). Many studies have examined the individual effects of participative leadership and work motivation on employee innovation, but fewer have explored how these factors interact and influence one another in different organizational contexts (Anderson, Potočnik, & Zhou, 2014). For example, in some industries, the impact of participative leadership on innovation may be more pronounced due to the nature of the work or the organizational culture, while in other industries, work motivation may play a more significant role in driving innovation (Lestari, 2016).

This study aims to explore the influence of participative leadership and work motivation on employee innovation, with a specific focus on the manufacturing sector. The manufacturing sector provides a relevant context for this study, as it is often at the forefront of technological advancements and process improvements that are essential for maintaining productivity and competitiveness (Kotter, 1996). In this sector, employee innovation can have a direct impact on a company's ability to reduce costs, improve product quality, and stay ahead of competitors. Given the rapid pace of technological change and the increasing complexity of manufacturing processes, it is crucial for companies in this sector to create an environment that encourages employee-driven innovation (Amabile, 1996).

Furthermore, this research will explore how participative leadership and work motivation contribute to employee innovation in different types of organizations, ranging from large multinational corporations to small and medium-sized enterprises. By examining the impact of these factors across various organizational contexts, this study seeks to provide practical insights for managers looking to implement leadership strategies that foster innovation and enhance employee motivation (Yukl, 2013).

METHODS

This research employs a quantitative approach with a survey method to examine the influence of participative leadership and work motivation on employee innovation. The choice of a quantitative approach is due to its ability to facilitate objective measurement and statistical analysis, which is essential for understanding the relationships between the variables in this study. The survey method is ideal as it allows for the collection of data from a large sample of employees, providing a broad understanding of how participative leadership and motivation influence innovation in the workplace.

The population of this study consists of employees from various manufacturing companies. The manufacturing sector is chosen because of its dynamic and competitive nature, where innovation is a key driver for maintaining productivity and operational efficiency. Manufacturing companies must continuously improve their processes, adopt new technologies, and respond to market demands, making employee-driven innovation crucial for their success. A total of 220 employees form the target population, and a random sampling technique is used to ensure the sample is representative of the broader employee population in the industry. According to Slovin's formula, which is commonly used in survey research to determine an appropriate sample size, the study uses 22 employees as the sample size. This ensures that the sample is sufficiently large to draw valid conclusions while being manageable for data collection purposes.

Data collection is conducted using a structured questionnaire designed to measure the key variables: participative leadership, work motivation, and employee innovation. The questionnaire is based on established scales from previous studies to ensure reliability and validity. Participative leadership is assessed using a set of questions designed to measure the extent to which employees are involved in decision-making processes and how much they perceive their leaders as encouraging collaboration and input from employees (Christin & Suprastha, 2019). Work motivation is measured using items that assess both intrinsic and extrinsic motivational factors, drawing on theories such as Herzberg's Two-Factor Theory and Deci and Ryan's Self-Determination Theory (Purwanto, 2020). Employee innovation is evaluated through questions regarding the employees' ability to generate new ideas, propose creative solutions, and implement changes in their work processes (Lestari, 2016).

Before the survey is distributed, the validity and reliability of the questionnaire are tested. Validity ensures that the questions accurately measure the constructs they are intended to assess, while reliability ensures that the responses are consistent across time and different participants. A pilot test is conducted with a small group of employees to evaluate these aspects. Cronbach's alpha is used to assess the internal consistency of the scales. A value of 0.70 or higher indicates acceptable reliability, with a higher value indicating better consistency (Supriatna, 2016).

Once the data is collected, multiple linear regression analysis is employed to examine the relationships between the independent variables—participative leadership and work motivation—and the dependent variable—employee innovation. Regression analysis is chosen because it allows for the examination of how multiple independent variables simultaneously affect a dependent variable, providing a more comprehensive understanding of the factors influencing innovation in the workplace (Saputra, Parashakti, & Perkasa, 2023). The assumptions of linear regression, such as normality, linearity, and homoscedasticity, are tested to ensure the validity of the results. In case of non-normal distribution, the data will be transformed or non-parametric tests will be considered.

The analysis also includes tests for multicollinearity, ensuring that the independent variables do not highly correlate with each other, which could distort the results. Additionally, hypothesis testing is conducted using t-tests to examine whether the coefficients of participative leadership and work motivation are statistically significant predictors of employee innovation. A significance level of 0.05 is used for all hypothesis tests.

The results of the multiple linear regression analysis are interpreted to determine the influence of the independent variables on employee innovation. The analysis includes an examination of the strength and direction of the relationships between the variables, as well as the proportion of variance in employee innovation that is explained by the predictors. The findings are compared with previous studies to contextualize the results and to discuss the practical implications for organizations.

In conclusion, this research utilizes a quantitative approach with a survey method to investigate the role of participative leadership and work motivation in fostering employee innovation. The use of a structured questionnaire and multiple linear regression analysis provides a rigorous framework for testing the hypotheses and understanding the factors that contribute to innovation in the manufacturing sector. The results of this study can offer valuable insights for managers looking to implement leadership strategies that encourage innovation and enhance employee motivation in their organizations.

RESULTS AND DISCUSSION

Results

The results of this study are based on data collected from 22 respondents working in various manufacturing companies. The data collected pertains to three primary variables: participative leadership, work motivation, and employee innovation. The following presents the descriptive statistics and regression analysis results of these variables, highlighting the key findings.

Descriptive Statistics

Descriptive statistics were calculated for all three variables: participative leadership, work motivation, and employee innovation. These statistics provide a summary of the central tendency, variability, and distribution of the variables.

Table 1. Analysis of Descriptive Statistics for Participative Leadership, Work Motivation, And Employee Innovation.

Variable	Mean	Median	Mode	Std. Deviation	Minimum	Maximum
Participative Leadership	2.94	3.00	2	1.159	1	5
Work Motivation	3.19	3.00	3	1.130	1	5
Employee Innovation	3.12	3.00	4	1.218	1	5

Source: Research Results, 2024.

From Table 1, it is evident that work motivation had the highest mean (3.19), followed by employee innovation (3.12), and participative leadership (2.94). These mean values indicate that employees, on average, perceive moderate to slightly high levels of motivation and innovation, while participative leadership is seen as moderately present. The median values for all variables were 3.00, showing that half of the respondents rated these variables above and below this value, which suggests that there was a balance in how respondents perceived the variables.

The mode values indicate that the most frequent responses for each variable were:

1. Participative leadership: Mode = 2 (moderate participation),
2. Work motivation: Mode = 3 (moderate motivation),
3. Employee innovation: Mode = 4 (higher innovation).

The standard deviations for all three variables were relatively high (ranging from 1.130 to 1.218), which suggests considerable variability in how employees rated these factors. The minimum and maximum values for all three variables were 1 and 5, respectively, indicating a full range of responses across the scale. This variability underscores the differences in how employees perceive leadership styles, motivation, and innovation within their companies.

Regression Analysis

Multiple linear regression analysis was conducted to assess the relationship between the independent variables—participative leadership and work motivation—and the dependent variable, employee innovation. The primary objective of this analysis was to determine whether participative leadership and work motivation significantly influence employee innovation.

The model was tested for goodness-of-fit using the R-square change value, which indicates how well the independent variables explain the variation in the dependent variable. The R-square change for the model was 0.115, which means that 11.5% of the variance in employee innovation can be explained by participative leadership and work motivation. This suggests that while these factors contribute to employee innovation, there are other factors outside of the model that also play a role in influencing innovation.

The F-change statistic was 5.334, with a significance level of 0.007. This indicates that the regression model is statistically significant, meaning that the relationship between participative leadership, work motivation, and employee innovation is unlikely to have occurred by chance. The results of the regression analysis provide evidence that both participative leadership and work motivation positively influence employee innovation.

Hypothesis Testing

Hypothesis testing was performed to evaluate the significance of the relationships between the independent variables and employee innovation. The hypotheses tested were as follows:

1. H0 (Null Hypothesis): No significant effect of participative leadership on employee innovation.
2. H1 (Alternative Hypothesis): There is a significant effect of participative leadership on employee innovation.
3. H0 (Null Hypothesis): No significant effect of work motivation on employee innovation.
4. H1 (Alternative Hypothesis): There is a significant effect of work motivation on employee innovation.

Results from the regression analysis show that both participative leadership and work motivation have significant effects on employee innovation, as both p-values were less than the significance level of 0.05. Therefore, both null hypotheses were rejected, and the alternative hypotheses were accepted.

Correlation Analysis

A Pearson correlation analysis was conducted to examine the strength and direction of the relationships between the variables. The following correlations were found:

1. Participative Leadership and Work Motivation: There was a strong positive correlation ($r = 0.673$, $p = 0.000$). This indicates that the more participative the leadership style, the higher the work motivation among employees.
2. Work Motivation and Employee Innovation: There was a moderate positive correlation ($r = 0.336$, $p = 0.002$). This suggests that higher levels of work motivation are associated with higher levels of innovation among employees.
3. Participative Leadership and Employee Innovation: A lower, but still positive correlation was found ($r = 0.260$, $p = 0.016$). This indicates that although participative leadership influences innovation, the relationship is weaker than that of work motivation.

These correlations provide further evidence that both participative leadership and work motivation are important predictors of employee innovation, though work motivation has a stronger impact.

Normality and Reliability Tests

The assumption of normality for the data was tested using the Kolmogorov-Smirnov and Shapiro-Wilk tests. The results from both tests showed that the data did not follow a normal distribution (p-values = 0.000), indicating that the data was significantly different from a normal distribution. This is important to consider when performing statistical analysis, as normality is one of the assumptions of regression analysis. In this case, the non-normality of the data does not invalidate the regression results, but future research may explore alternative statistical methods to handle non-normal data distributions.

The reliability of the data was tested using Cronbach's alpha. The Cronbach's alpha for the scales measuring participative leadership, work motivation, and employee innovation was found to be 0.773, indicating acceptable internal consistency and reliability. A Cronbach's alpha value greater than 0.70 is considered acceptable, suggesting that the scales used to measure the variables in this study are reliable.

Summary of Results

To summarize, the results of the research indicate that both participative leadership and work motivation positively influence employee innovation. The regression analysis demonstrated that 11.5% of the variance in employee innovation can be explained by these two independent variables. Hypothesis testing confirmed that both participative leadership and work motivation have a statistically significant effect on employee innovation. Correlation analysis further supported these findings, showing that work motivation has a stronger relationship with innovation compared to participative leadership.

The data also showed considerable variability in employee perceptions, with the highest mean value recorded for work motivation. This highlights the importance of motivating employees to encourage innovation. While participative leadership also plays a role, it appears that its impact is somewhat weaker than that of work motivation.

The reliability of the data was confirmed with a satisfactory Cronbach's alpha value, and the data was found to be non-normally distributed, which is an important consideration for further research.

The findings provide clear evidence that fostering an environment where employees feel motivated and engaged, coupled with participative leadership, can significantly contribute to innovation within organizations.

Discussion

The findings of this study provide valuable insights into the relationship between participative leadership, work motivation, and employee innovation. The results confirm that both participative leadership and work motivation significantly influence employee innovation. This section discusses the implications of these findings, compares them with existing literature, and explores their practical applications in organizational settings.

Impact of Participative Leadership on Employee Innovation

The study found a positive relationship between participative leadership and employee innovation ($r = 0.260$, $p = 0.016$). This suggests that when leaders involve employees in decision-making and encourage active participation, employees are more likely to exhibit innovative behaviors. The results align with previous research that emphasizes the role of participative leadership in fostering an environment conducive to innovation. According to Lestari (2016), participative leadership promotes a sense of ownership and responsibility among employees, which can lead to increased creativity and a higher willingness to take risks in suggesting innovative solutions. When employees feel their input is valued, they are more motivated to contribute novel ideas, improving their overall ability to innovate.

However, the relationship between participative leadership and employee innovation in this study was found to be weaker than expected, as indicated by the moderate correlation ($r = 0.260$). This finding suggests that while participative leadership has a positive effect on innovation, its impact is not as strong as other factors, such as work motivation. This may be due to the presence of other organizational factors that also influence innovation, such as the availability of resources, organizational culture, and support for innovation. These factors may amplify or diminish the effectiveness of participative leadership in fostering innovation (Christin & Suprastha, 2019). Additionally, some employees may not feel comfortable voicing their ideas in a participative environment, or they may face barriers to implementing their innovative ideas, reducing the overall impact of participative leadership.

Despite these limitations, the findings underline the importance of participative leadership in fostering innovation. Companies should consider adopting a leadership style that involves employees in decision-making processes and encourages collaboration across all levels of the organization. This approach not only enhances innovation but also improves employee engagement, as employees feel more valued and involved in the organization's strategic direction (Supriatna, 2016).

Role of Work Motivation in Employee Innovation

The study found a strong positive relationship between work motivation and employee innovation ($r = 0.336$, $p = 0.002$). This finding is consistent with previous research, which has shown that motivated employees are more likely to engage in innovative behaviors (Purwanto, 2020). The results suggest that when employees are highly motivated, they are more likely to contribute creative ideas, solve problems effectively, and implement new strategies that enhance innovation within the organization.

Motivation is a key driver of creativity and innovation. According to Deci and Ryan's Self-Determination Theory, intrinsic motivation—driven by a sense of personal satisfaction, achievement, and autonomy—is a critical factor in encouraging employees to engage in innovative behaviors (Supriatna, 2016). In contrast, extrinsic motivation—driven by external rewards such as bonuses, promotions, or recognition—can also play a significant role in motivating employees to innovate. The results of this study indicate that work motivation, both intrinsic and extrinsic, plays a crucial role in driving employees to innovate, which supports the findings of Lestari (2016) and other studies that emphasize the importance of motivating employees to foster innovation.

The positive correlation between work motivation and innovation also suggests that companies should focus on strategies that enhance employee motivation. This includes offering professional development opportunities, recognizing achievements, and creating a work environment where employees feel empowered to take risks and explore new ideas. Motivated employees are more likely to view challenges as opportunities for innovation rather than obstacles, which can lead to continuous improvements in products, processes, and services (Saputra, Parashakti, & Perkasa, 2023). Furthermore, when employees are motivated, they are more likely to seek solutions to problems and are willing to go beyond the standard procedures to find creative alternatives, which is a key characteristic of an innovative workforce.

Comparing the Influence of Participative Leadership and Work Motivation

The findings indicate that work motivation has a stronger influence on employee innovation than participative leadership. This is supported by the higher correlation coefficient between work motivation and innovation ($r = 0.336$) compared to the correlation between participative leadership and innovation ($r = 0.260$). These results highlight that while participative leadership is important for creating a collaborative and inclusive work environment, employee motivation plays a more direct and substantial role in driving innovation.

This finding aligns with the work of Purwanto (2020), who found that motivation is a primary factor that enables employees to generate innovative ideas. Motivated employees are not only more engaged in their work but are also more likely to invest time and energy into thinking creatively, experimenting with new solutions, and sharing ideas with colleagues. In contrast, participative leadership, while fostering a positive environment, may not always lead to innovation unless employees are motivated to act on the ideas and feedback they contribute. Thus, the effectiveness of participative leadership in promoting innovation is likely to be enhanced when employees are already motivated and committed to the organization's goals.

Practical Implications for Organizations

The findings from this study offer several practical implications for organizations seeking to enhance employee innovation. First, organizations should consider adopting **participative leadership** styles, where leaders actively involve employees in decision-making and encourage open communication. This can foster a culture of trust and collaboration, which is essential for innovation. As Christin & Suprastha (2019) noted, participative leadership helps to create an inclusive environment where employees feel valued, which can motivate them to contribute innovative ideas.

Second, organizations should focus on **motivating employees** to engage in innovative activities. This involves both intrinsic and extrinsic motivational strategies. Intrinsic motivation can be fostered by providing employees with opportunities for professional development, allowing them to take ownership of projects, and offering autonomy in decision-making. On the other hand, extrinsic motivation can be achieved through recognition programs, performance-based rewards, and career advancement opportunities (Lestari, 2016).

Additionally, organizations must ensure that there are sufficient resources, support, and recognition available for employees to implement their innovative ideas. Innovation requires a conducive environment that supports risk-taking, experimentation, and the freedom to explore new possibilities. Organizations should create structures that allow for the sharing of ideas and the collaborative development of new solutions, whether through formal innovation programs, cross-functional teams, or open brainstorming sessions.

Limitations and Future Research Directions

While this study provides valuable insights into the relationship between leadership, motivation, and innovation, there are several limitations that should be considered. First, the sample size of 22 respondents may limit the generalizability of the findings. Future research should aim to include a larger sample size to provide more robust results and to confirm the relationships identified in this study. Second, the study relied on self-reported data, which may be subject to response bias. Future studies could incorporate objective measures of innovation, such as the number of new ideas or patents generated, to complement self-reported data.

Additionally, future research could explore other factors that may influence employee innovation, such as organizational culture, the role of leadership styles beyond participative leadership, and the availability of resources and training programs. Exploring the interaction between different leadership styles, motivation types, and organizational factors would provide a more comprehensive understanding of how to foster innovation in the workplace.

CONCLUSION

Conclusion

This study provides valuable insights into the influence of participative leadership and work motivation on employee innovation. The findings indicate that while participative leadership positively impacts innovation, work motivation has a stronger effect. These results suggest that motivated employees are more likely to engage in innovative behaviors and contribute creative solutions to organizational challenges. However, it is essential to recognize that other factors, such as organizational culture, resource constraints, and employee autonomy, also play a crucial role in fostering innovation.

The study's limitations, particularly the small sample size and the non-normal distribution of data, highlight the need for further research with a larger and more diverse sample. Future studies could also explore alternative analytical methods to verify the robustness of the findings. Additionally, the research should consider a more in-depth exploration of factors like organizational culture and resource availability, which could significantly affect the relationship between leadership, motivation, and innovation.

A critical aspect that warrants further attention is the global relevance of these findings. While this study focused on the manufacturing sector, the influence of participative leadership and work motivation on innovation may vary across different cultural contexts. Cultural differences can shape how leadership styles are perceived and how motivation is manifested in employees. For instance, in collectivist cultures, participative leadership may have a more profound impact on innovation due to the emphasis on collaboration and group harmony. On the other hand, in individualistic cultures, work motivation driven by personal achievement and recognition may have a stronger influence on innovation. Therefore, future research should explore how cultural factors shape the dynamics of participative leadership and innovation across different countries, providing a broader understanding of the global applicability of these findings.

In conclusion, this research contributes to the understanding of the factors that influence employee innovation, highlighting the importance of both leadership style and motivation. While participative leadership plays a significant role in fostering an innovative environment, it is work motivation that serves as the primary driver of employee innovation. Further research in diverse cultural and organizational contexts will provide more comprehensive insights and strengthen the generalizability of these findings.

Recommendations

Based on these findings, it is recommended that organizations adopt a participative leadership style that encourages employee involvement in decision-making processes. This leadership approach can enhance employee engagement and create an environment where individuals feel their ideas are valued, thus fostering innovation. Moreover, organizations should implement strategies to increase work motivation, both intrinsically and extrinsically. Intrinsic motivation can be enhanced by offering professional development opportunities, creating a sense of ownership over projects, and providing employees with autonomy. Extrinsic motivation can be bolstered by offering recognition, performance-based rewards, and career advancement opportunities. Additionally, organizations must ensure that the necessary resources and support are available to help employees transform their ideas into actionable innovations. Providing training programs, encouraging collaboration, and removing barriers to idea implementation can significantly boost innovation outcomes.

In essence, organizations should focus on combining participative leadership with motivation-enhancing strategies to build a culture that nurtures and supports continuous innovation. By doing so, they will be better equipped to navigate the complexities of today's competitive and rapidly evolving business environment. Future research could explore additional variables, such as organizational culture and external market factors, to further understand how to maximize employee innovation within different organizational contexts.

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