



Contingency Leadership and Its Effects on Worker Performance in Ambon City's Ministry of Religious Affairs

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ABSTRACT

The research explores how the Contingency and Motivation Leadership Model affects Ambon City Ministry of Religious Affairs Office employee performance. This research examines how contingency leadership affects Ambon City Ministry of Religious Affairs Office staff performance. Quantitative data analysis of 32 study participants using regression analysis. In the Ambon City Ministry of Religious Affairs Office employee performance, the partial contingency leadership approach had no meaningful influence. Employee success in the Ambon City Ministry of Religious Affairs Office depends on motivation. The contingency and motivating leadership styles affect Ambon City Ministry of Religious Affairs Office workers' performance.

INTRODUCTION

Leaders are crucial in organising and managing an organisation to successfully achieve its service goals. Organisational service development is a purposeful effort to enhance the effectiveness of an organisation by focusing on behavioural changes, as exemplified by the leader. Understanding the behaviour of organisational leaders is greatly influenced by human behaviour.

The success of an organisation depends on the leader's ability to effectively manage the team. This requires strong management skills and influential behaviour that greatly impact the subordinates in carrying out their tasks and responsibilities. Ultimately, this leads to the organization's future success. Leaders are expected to exhibit a well-defined leadership concept that can serve as a role model for their leadership style. Leaders who possess a thorough understanding of the leadership model can effectively carry out their responsibilities by employing various types and styles of influence and motivation. This enables them to encourage their subordinates to actively participate in the collaborative process of executing tasks. As a result, this helps to enhance the organization's visibility, accessibility, and overall quality.

The leadership model chosen by a leader reflects the characteristics and values they have adopted, which are developed within the context of public organisations. Additionally, it will demonstrate the leader's skill in inspiring and encouraging their team members to improve their performance in their roles.

Siagian (2014) emphasises the significance of leaders possessing the ability to coach and guide their subordinates, even if they have varying leadership styles (pp. 20-25). The utilisation of different leadership models by leaders can enhance the growth of their employees, contingent upon the leader's competence in recognising and implementing them. Leadership models are recommended by experts based on the unique requirements and objectives of an organisation. Different models have distinct advantages and disadvantages. However, the crucial factor lies in effectively applying these models to facilitate organisational progress (Jufran, 2017: 30). The contingency leadership model examines the interplay between leaders and subordinates, the tasks being performed, and the leader's authority (Saputra, 2016: 17-20). This model enables leaders to effectively motivate employees to fulfil their organisational duties and functions.

The Office of the Ministry of Religious Affairs of Ambon City, like any organisation, aspires to achieve effective performance. As a religious institution, its leaders must implement a contingency leadership model that motivates subordinates to carry out their tasks efficiently.

Interpersonal relationships between leaders and subordinates have not been optimal based on observations. Unfinished projects have not yet yielded the desired outcomes. The authority has not been effectively utilised to instruct subordinate employees in carrying out their duties.

The application of the contingency leadership model by the leader needs to be modified to effectively guide subordinates in their tasks. The leader's

behaviour plays a crucial role in motivating subordinates to work diligently and achieve optimal outcomes.

Motivation is widely recognised as a critical factor in guiding job performance, and organisational leaders bear the important responsibility of fostering it. Motivating employees to perform well in their jobs is a challenging task. According to Adair (as cited in Saputra, 2016: 47), motivating individuals who lack intrinsic motivation can be difficult, emphasising the importance of selecting individuals who are already motivated. When selecting job candidates, it is advisable to give preference to individuals who display high motivation and moderate abilities, rather than those with exceptional abilities but lacking motivation. Effective leadership requires leaders to have foresight and the capacity to carefully select and inspire subordinates who are aligned with the organization's objectives and motivated to excel in their tasks.

In this context, motivation refers to the process by which leaders encourage subordinates to willingly work towards organisational objectives. The leader plays a crucial role in inspiring, energising, and motivating subordinates to facilitate the smooth execution of work tasks (Jufran, 2017: 38).

Observations regarding motivation at the Office of the Ministry of Religious Affairs in Ambon City indicate that the motivation implemented has not been effectively achieved. This is evident through the insufficient encouragement provided in fulfilling work responsibilities, reluctance to take risks in problem-solving, inadequate interaction and cooperation, insufficient recognition received, and a lack of cohesion in task execution. This necessitates the leader to implement strategies to enhance motivation among subordinates in fulfilling their work responsibilities.

Furthermore, leaders who enhance motivation will positively influence the performance of their subordinates. This is evident as employees will exhibit high levels of motivation, which in turn leads to the attainment of favourable work outcomes. Employee performance refers to an employee's capacity to effectively accomplish work tasks and contribute to the attainment of organisational objectives. Employee performance is a crucial factor in the success of a work process as it serves as a motivating factor for individuals to fulfil their responsibilities within a team, group, or organisation (Saputra, 2016: 33). To ensure the success and efficiency of an organisation, it is crucial to prioritise employee performance through strong motivation and adherence to their designated roles and responsibilities.

Observations of employee performance at the Ambon City Ministry of Religious Affairs Office indicate suboptimal results. Specifically, employees demonstrate insufficient cooperation in fulfilling their work duties and fail to adequately address remaining tasks. Employees do not effectively prioritise the timely and accurate completion of work that requires prompt and precise execution.

The contingency leadership model, employee motivation, and performance at the Ambon City Ministry of Religious Affairs Office are subjects of scientific interest. Further research is needed to determine the extent of the

influence of the contingency leadership model and motivation on employee performance at this office.

THEORETICAL REVIEW

The leadership model chosen by a leader reflects the characteristics and values they have adopted, which are developed within the context of public organisations. Additionally, it will demonstrate the leader's skill in inspiring and encouraging their team members to improve their performance in their roles.

Siagian (2014) emphasises the significance of leaders possessing the ability to coach and guide their subordinates, even if they have varying leadership styles (pp. 20-25). The utilisation of different leadership models by leaders can enhance the growth of their employees, contingent upon the leader's competence in recognising and implementing them. Leadership models are recommended by experts based on the unique requirements and objectives of an organisation. Different models have distinct advantages and disadvantages. However, the crucial factor lies in effectively applying these models to facilitate organisational progress (Jufran, 2017: 30). The contingency leadership model examines the interplay between leaders and subordinates, the tasks being performed, and the leader's authority (Saputra, 2016: 17-20). This model enables leaders to effectively motivate employees to fulfil their organisational duties and functions.

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METHODOLOGY

This study employed an explanatory survey research design with a methodology focused on establishing causal relationships. The study utilised a sample of 32 participants. The data collection methods comprised literature review, observation, and structured interviews employing questionnaires. Version 20.00 of SPSS was used to examine the data via the use of regression analysis features.

RESULTS AND DISCUSSION

The Contingency Leadership Model (X1)

According to Saputra (2016:11), a leader is an individual with specific skills that enable them to influence their followers to work together to accomplish established objectives. Leadership is a multifaceted process where an individual influences and directs others to achieve a common goal or objective, fostering greater cohesion and logical organisation within an organisation. Leadership, as defined by Dubin (cited in Sutarto, 2014:13), involves the exercise of authority in decision-making. The individual responsible for executing this procedure employs leadership qualities such as trust, values, ethics, character, knowledge, and skills. According to Syafii'e (2013:52), the effectiveness of a decision made and implemented by

organisations is influenced by the leadership capabilities of the individual in charge.

Fiedler's contingency model of leadership effectiveness was developed by Fiedler. This model examines the correlation between leadership style and favourable circumstances. Fiedler explains the favourable situations in relation to empirical dimensions. Leadership is characterised by specific traits and is demonstrated through various leadership styles, such as the contingency leadership model. This model highlights situational and contingency factors, including human relations or soft style, task-oriented or "Hard Nosed" style, leader-member relationship, degree of task structure, and the position of leadership power achieved through formal authority (Fiedler; Saputra 2016:19).

Based on the respondent's response data, the five dimensions/indicators of the contingency leadership model are an approach and measure to expose the model in the Ambon City Ministry of Religion Office. The data is presented in a percentage format as follows:

Human relations, also known as a soft leadership style, emphasises the prioritisation of human values in the self-development of subordinate employees based on their needs. This approach has received support from 85% of respondents. Additionally, leaders cultivate positive and cooperative relationships with their subordinates, as evidenced by the support received from 75% of respondents. Furthermore, leaders consistently address issues within their team of subordinates, garnering a significant level of support from 71% of respondents.

The task-oriented or "Hard Nosed" style is characterised by leaders who prioritise the tasks performed by their subordinates. This style receives support from 61% of respondents. Furthermore, the concept of leadership flexibility, which involves utilising thinking as a framework for executing work tasks, received a favourable response from 63% of the respondents. The three leaders prioritised background knowledge in their work tasks and received support from 59% of the respondents.

The leader-member relationship is characterised by leaders valuing extensive knowledge from their subordinates regarding work tasks, with 65% of respondents providing support for this notion. Additionally, leaders establish effective and transparent channels of knowledge communication to facilitate the exchange of new information and ideas with their subordinates. This approach garners a significant level of support, as indicated by a 67% approval rating from respondents.

The task structure degree indicates two findings. Firstly, the leader planned the programme in a structured manner and received support from 55% of the respondents. Secondly, the leader assigned responsibility and authority based on the task structure, and received support from 65% of the respondents.

The leader's position of power is established through formal authority, which indicates that leaders prioritise their authority in providing instructions for task execution and receive support from 58% of respondents. Additionally, leaders prioritise their authority in issuing instructions for task execution, receiving support from 63% of respondents.

The increasingly prevalent contingency leadership approach, often known as the soft style, has been shown to prioritise human values for subordinate workers' self-development by their requirements. Flexible leadership is the dominant approach in developing thinking concepts as a framework for task-oriented or "Hard Nosed" style work. In leader-member relationships, the dominant factor is the leaders' ability to establish effective knowledge communication relationships and their willingness to be receptive to information and new ideas from their subordinates. The dominant factor in task structure is the leader's allocation of responsibility and authority based on the degree of task structure. The dominant aspect of a leader's position of power, achieved through formal authority, is their prioritisation of giving instructions for task execution.

Consequently, the leaders at the Ambon City Ministry of Religion Office prioritise human values in developing their subordinate employees according to their needs. Additionally, leaders demonstrate adaptability in formulating cognitive frameworks to guide their execution of work tasks. Thirdly, effective leaders establish strong knowledge communication relationships and demonstrate openness to receiving novel information and ideas from their subordinates. Leaders delegate tasks and allocate authority based on the task structure. Furthermore, leaders prioritise their authority to effectively provide instructions for task execution.

Motivation (X2)

Motivation plays a crucial role in attaining success in a work process. Motivation is the internal drive, whether conscious or unconscious, that compels an individual to pursue a particular action to achieve a specific objective. According to Siagian (2014: 106), motivation refers to the process of encouraging subordinates to work sincerely towards achieving organisational goals efficiently and cost-effectively. Motivation is expressed through different driving forces as a means of achieving work fulfilment.

According to Thoha (2015:177), motivation is described as a psychological process. According to Maslow, this process focuses on meeting basic physical needs, which are the first needs that arise and are prioritised for satisfaction (Sutarto, 2016: 313). The psychological process creates a powerful stimulus that strongly activates both individual and organisational activities. The term "motivation" refers to the inner urge that makes people do things like work towards a goal or enjoy the little things in life.

Motivation can be understood as three distinct needs that are used as dimensions or indicators, as described by McCelland in Riduwan's work (2015:1). 1) The Need for Achievement encompasses the desire for accountability, a willingness to take calculated risks, and a strong drive for high levels of accomplishment. 2) The Need for Affiliation refers to the desire for social interaction, cooperation, recognition of abilities, and displaying sportsmanship in the workplace.

3) The Need for Power includes the aspiration for challenging work, job security, freedom in one's job, trust from the organisation to make contributions, and recognition from colleagues.

According to the data provided by the respondents, the Office of the Ministry of Religion in Ambon City uses three dimensions/indicators to explain motivation.

- ✓ The need for achievement is a psychological drive that motivates individuals to strive for success and accomplish their goals. The survey results show that 72% of respondents support the drive for responsibility, which is motivated by a sense of responsibility in carrying out tasks. Additionally, 79% of respondents support performing responsibilities because of appropriate rewards. Additionally, 77% of respondents expressed their support for the willingness to take risks in work, particularly when there is an initiative. Additionally, 69% of respondents expressed support for the desire to achieve high performance, while 75% of respondents valued being recognised for their high abilities.
- ✓ The Need for Affiliation: Firstly, it is important to note that 80% of the respondents expressed their support for social interaction, which involves fostering positive social relationships. Additionally, 65% of respondents expressed their support for cooperation, which refers to the act of working together with colleagues on institutional matters. Thirdly, the concept of recognition, which involves being awarded for good achievements, was supported by 55% of the respondents. Additionally, receiving praise from superiors and being acknowledged for work results received support from 72% of the respondents. Additionally, 63% of respondents expressed support for the ability to handle all tasks and fulfil all responsibilities as the fourth aspect. Furthermore, 59% of respondents expressed their support for solidarity in work, which refers to the act of being united in carrying out job tasks.
- ✓ Need For Power: 57% of the respondents expressed support for the need for challenging work. Additionally, 82% of the respondents expressed their support for job security, which refers to the assurance and comfort one feels in their workplace. Additionally, 76% of the respondents expressed support for the need to have freedom in their work, which includes the ability to work with discipline. Furthermore, 60% of the respondents also supported the idea of having the freedom to work in a healthy and unrestricted manner, utilising appropriate facilities. Additionally, 63% of the respondents expressed their trust in the institution's ability to generate support. Finally, 72% of the respondents expressed their support for the recognition received from colleagues for solving problems and cases at work.

The Office of the Ministry of Religious Affairs in Ambon City clearly shows a strong drive for achievement, with a focus on fulfilling responsibilities to earn well-deserved rewards. On the other hand, the Need for Affiliation focuses on building positive social relationships, seeking approval from higher-

ups, and receiving recognition for job performance. On the other hand, The Need for Power places importance on job security and comfort, as well as the desire for the freedom to work with discipline. In addition, receiving recognition from colleagues for problem-solving and completing tasks is greatly appreciated.

Employee Performance (Y)

Employee performance is the way employees demonstrate their work to complete assigned tasks or jobs. The quality of a person's work is a clear indication of their skills, experience, dedication, and the amount of time they put into it. According to Hasibuan (2014:115), performance refers to the result of an individual's efforts in completing assigned tasks. Performance is a person's capacity to accomplish outstanding or notable achievements, contributing to the organization's objectives, according to Musanaf (2014:60). Irawan (2016:17) asserts that performance may be seen as the culmination of an employee's effort, as a management process, or as the overall performance of the organisation. Objective measurement can be accomplished by comparing it to established standards. Mitchael and Larson (as cited in Riduwan, 2015:324) provide four dimensions or metrics for employee success. It is important to consider several factors: capability, initiative, time accuracy, and the quality of work.

Based on the answers provided by the respondents, the staff performance in the Ambon City Ministry of Religion Office can be characterised by these four dimensions/indicators:

- ✓ Mastering and arranging work programmes was supported by 56% of respondents. More than half (65%) said work programmes worked well. Among those who took the survey, 63% said they were good at following procedures while implementing strategies to complete tasks. In addition, 54% of the participants believed that they effectively completed their assigned tasks to achieve the best possible outcomes. Last, 75% said positive thinking improves professional relationships.
- ✓ The Initiative (Initiative) shows that 80% of respondents like their job. Additionally, the data reveals that 65% of the participants can effectively showcase their creativity while carrying out their assigned tasks. As part of task execution, 60% of responders produce new ideas. Additionally, 78% of responders satisfy job accomplishment requirements and 58% complete tasks quickly.
- ✓ Time Accuracy refers to the degree to which goals are accomplished by work objectives. The survey results show that 57% of respondents receive support, 55% follow work time guidelines, 78% avoid doing other tasks during work hours, 63% effectively use their time to complete work, and 60% complete all their work within the specified time frame.
- ✓ The Quality of Work assessment shows that the work programme was effectively executed and received approval from 63% of the participants. Furthermore, it is worth noting that 76% of the respondents expressed their satisfaction with the work results that were achieved. To achieve high-quality execution, it is crucial to have a clear understanding of the

tasks and the outcomes they lead to. This understanding accounts for 63% of the overall success. Aligning employment with interests and talents has an even greater effect, 82%.

Capability (Capability) tends to have a more optimistic outlook on building stronger professional connections. Initiative tends to engage and motivate labour. Timing (Time Accuracy) is more likely to do tasks efficiently. When it comes to the quality of work, it is more likely to be satisfactory when it aligns with one's interests and abilities.

The Office of the Ministry of Religious Affairs of Ambon City employees must focus more on positive thinking to improve working relationships, support and transform work duties, use time efficiently, and work according to their interests and abilities.

Regression Analysis and Hypothesis Test

The study employed Multiple Linear Regression analysis with the Ordinary Least Square (OLS) method, which measures the degree of influence between two or more variables. Specifically, the analysis revealed the direction of the causal relationship between the employee performance variable (y) and the motivation variable (x_2), as well as its significance at the significance level [$\alpha = 0.05$]. The detailed description of this analysis is provided below.

Partial Influence ($X_1..X_2 \square Y$)

Partial Influence refers to the impact that variables x_1 and x_2 have on variable Y .

Table 1 below shows the impact of variables in the contingency leadership model on employee performance variables, as indicated by the test results.

Table 1. Partial Influence ($X_1..X_2 \square Y$)

Variable Statistics $X_1..X_2 \square Y$	Magnitude of Influence	- value	Probability (Sig.)	Result
RYX1	0.094	.837	0.405	Not significant
RYX2	0.269	,147	0.035	Significant
Information	Significance level: $\alpha = 0.05$			

Source: Output Regression (SPSS 20.00), 2023

The test shows that the leadership model variable (x_1) does not affect employee performance (y) in the Ambon City Ministry of Religion Office. The influence value of 0.094 and the 't-count' value of 0.837 are both below the threshold for significance, supporting this statement. Thus, the hypothesis proposed for the contingency leadership model has not been confirmed. However, the test results do confirm that the motivation variable (x_2) does have a significant impact on employee performance (y). The influence value is 0.269 and the 't-count' value is 2.147. The probability value (sig.) is 0.035, which is lower than the significance level of 0.05. As a result, the hypothesis that

motivation has a major impact on staff performance at the Ambon City Ministry of Religion Office is supported by this evidence.

Simultaneous Influence (X1..X2 □ Y)

Following the findings of the test, the following table presents an adaptation of the influence that the variables of the contingency leadership model and the factors of motivation have on the performance variables of employees.

Table 2. Simultaneous Influence (X1..X2□Y)

Variable Statistics X1..X2□Y	Magnitude of Influence	F-value	Probability (Sig.)	Result
R2YX1X2	0.418	16,578	0,000	Significant
Information	The influence of variables X1, X2 on variable Y simultaneously is 41.8%			
Significance Level $\alpha = 0.05$	Influence of other variables outside the model on Y 58.2%			

Source: Output Regression (SPSS 20.00), 2023

The test confirms that the contingency leadership model (x1) and motivation variable (x2) have a significant effect on employee performance, with a magnitude of influence of 0.418 and a 'F-calculate' value of 16.578 (p-value < 0.05). This supports the hypothesis that the contingency and motivation leadership model have a significant impact on employee performance.

Interpretation

The contingency leadership approach partly did not affect employee performance at the Ministry of Religious Affairs Office in Ambon City, according to the research. Motivation plays a crucial role in influencing employee performance. Therefore, it is important to combine the leadership model with motivation to enhance employee performance at the Ambon City Ministry of Religious Affairs Office. By implementing both the leadership model and motivation simultaneously, we can observe a significant improvement in employee performance. The value of the influence of leadership models and motivation on employee performance is 41.8%. The remaining 58.2% is influenced by other variables that are not part of the model.

Factors beyond the model have a greater impact on the performance of employees at the Ambon City Ministry of Religious Affairs Office. This empirical fact demonstrates that a well- realized leadership model should work in tandem with motivation to boost worker performance and achieve goals if the Ambon City Ministry of Religious Affairs Office's leadership and all staff members exhibit strong motivation.

CONCLUSION AND RECOMMENDATION

The Ambon City Ministry of Religious Affairs Office staff performance is somewhat unaffected by the temporary leadership paradigm. At the same

workplace, nevertheless, staff motivation is key to driving performance. Remarkably, there is a discernible improvement in worker performance when the incentive and contingency leadership models are used concurrently. The findings are important because they indicate that there is a need to enhance the contingency leadership model and motivation to enhance employee performance at the Ambon City Ministry of Religious Affairs Office. The study's findings provide insightful information that the office's management may use to improve leadership tactics and cultivate a motivated team.

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