

Disaster management leadership and intrinsic motivation towards improving human resources performance of the regional disaster management agency of Jepara Regency

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ABSTRACT

This study aims to analyze the impact of disaster management leadership on human resources (HR) performance and their intrinsic motivation at the Regional Disaster Management Agency (BPBD) of West Kotawaringin Regency. Employing an explanatory research approach, this study involved all HR at the BPBD of West Kotawaringin Regency as the population, with a total sample of 53 respondents, selected through a census sampling technique. Primary data was collected using questionnaires containing questions related to the variables of disaster management leadership and HR performance, measured with a Likert scale from 1 to 5, and analyzed using the Partial Least Squares (PLS) statistical tool. The findings indicate that disaster management leadership has a positive and significant effect on HR performance and their intrinsic motivation at the BPBD of West Kotawaringin Regency. Furthermore, intrinsic motivation was also found to have a positive and significant effect on HR performance. These findings highlight the importance of effective leadership in disaster management to enhance HR performance and intrinsic motivation, which are crucial in disaster mitigation. This study provides new insights into the dynamics of leadership and motivation in the context of disaster management, offering a significant contribution to disaster management practices in Indonesia, especially at the BPBD of West Kotawaringin Regency.

1. Introduction

According to Adiyoso (2018) the territory of the Unitary State of the Republic of Indonesia from Sabang to Merauke has geographical, geological, hydrological, and demographic conditions that allow disasters to occur. So, it is unsurprising that our Nusantara Earth is called the Ring of Fire. In general, the factors causing disasters can be classified into 3 groups: namely, natural factors, non-natural factors, and human factors, all three of which can cause human casualties, environmental damage, and property losses, which in certain circumstances can hinder national development and development in the regions (Crosweiler & Tschakert, 2021).

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To anticipate greater negative impacts, the government has issued Law Number 24 of 2007 concerning disaster management. This law states that a disaster is an event or series of events that threaten and disrupt the lives and livelihoods of the community caused by natural and/or non-natural factors as well as human factors, resulting in human casualties, environmental damage, property losses, and psychological impacts.

BPBD is a supporting element of the Regent's duties in the field of regional disaster management, which is positioned under and responsible to the Regent. Disasters are everyone's business. Disasters can be caused by natural disasters or by human actions (man-made disasters). Factors that can cause disasters include natural hazards and man-made hazards, which, according to the United Nations International Strategy for Disaster Reduction (UN-ISDR), can be grouped into geological hazards, hydrometeorological hazards, biological hazards, technological hazards, and environmental degradation. High vulnerability of the community, infrastructure, and elements in the city/area at risk of disaster Low capacity of various components in society.

Natural disasters are disasters caused by events or a series of events caused by nature, including earthquakes, tsunamis, volcanic eruptions, floods, droughts, hurricanes, and landslides. Non-natural disasters are disasters caused by events or a series of non-natural events, including land/forest fires, technological failures, modernization failures, epidemics, and disease outbreaks. Meanwhile, social disasters are disasters caused by events or a series of events caused by humans, including social conflicts between groups or between communities and terror (Crosweller & Tschakert, 2020).

In general, non-natural disasters and social disasters are disasters caused by human actions (Kelman et al., 2016). Disaster management will only run effectively if all stakeholders understand the substance of disaster management (Crosweller, 2022b). These stakeholders consist of the government/local government, the community, the private sector, and academics. In general, disaster management is a series of efforts that include determining development policies that are at risk of disasters, disaster prevention activities, emergency response, and rehabilitation (Crosweller, 2022a).

The poor quality of human resources (especially in the regional government system) both in terms of apparatus and the community will be an inhibiting factor in disaster management programs (Adiyoso, 2018). This can be seen from the fact that there are still regional governments that have not included disaster issues. For this reason, it is hoped that the government, through BNPB (National Disaster Management Agency) and BPBD (Regional Disaster Management Agency), needs to continue to be proactive in providing socialization, education, and advocacy to all stakeholders. Disaster management activities cannot be completed by one agency but require coordination, cooperation, and synergy between agencies, between sectors, between stakeholders, between levels of government, and between disciplines.

Disaster management activities cannot be completed by one agency but require coordination, cooperation, and synergy between agencies, between sectors, between stakeholders, between levels of government, and between disciplines (Farra et al., 2017). Leadership during disaster management is absolutely necessary to support the effectiveness and achievement of the management. Critical situations, full of uncertainty, system failure, and lack of resources, increasingly encourage the need for effective leadership. Disaster leadership management plays an increasingly important role in the disaster mitigation process (Crosweller & Tschakert, 2021).

A critical element of adaptation and disaster risk management policymaking is how best to combine individual with communitarian approaches to building resilience (Adiyoso, 2018). The difficulty for effective leadership in this endeavor lies in understanding the different understandings and approaches to resilience and their real-life consequences for populations affected by climate change-induced disasters (Crosweller, 2022b).

Disaster management leadership is how leaders carry out strategic tasks related to crisis management (Crosweller, 2022b). Leadership can manage and lead many people in all phases of a disaster. Ramos-Pla et al. (2021) proved that several traits must be possessed, and resilience is the most important trait in the context of disaster. Moreover, the responsibility of leaders in disaster management is very heavy because they have the task of minimizing the impact of disasters, conveying good news and hope to victims, and deciding on the right policies amidst limited information and uncertainty of the situation (Persoff et al., 2018).

When a disaster occurs, leaders, governments, volunteer teams, and all parties involved have high motivation to help the affected community. Leaders use their influence and connections to guide cooperative actions that span organizations and sectors to build cross-sector strategies to protect communities, exchange information, share resources, and coordinate systems and personnel in dealing with crisis situations (Farra et al., 2017).

Working in crisis and disaster is not only driven by the desire for affiliation but also strengthens social ties and values (Crosweller, 2022b);(Kelman et al., 2016). When facing a disaster, the ultimate goal is not about material success but always about self-acceptance and the fulfillment of a true sense of belongingness (Ramos-Pla et al., 2021). Being a worker in the field of disaster mitigation and management is synonymous with long-term presence in various conditions and high motivation.

The results of research related to leadership and performance leave controversial results. Leadership style has been empirically proven to be very influential in achieving HR performance (Nguyen et al., 2020). While different results show that leadership does not affect employee performance (Paais & Pattiruhu, 2020). So in this research, intrinsic motivation is proposed as a mediating variable to explain this gap. Based on field phenomena and research gaps, the purpose of this study is to analyze and determine the effect of disaster

management leadership on intrinsic motivation and human resource performance of the Jepara Regency Regional Disaster Management Agency.

2. Theoretical Framework and Hypotheses Development

2.1. Intrinsic Motivation

Intrinsic motivation is defined as the motivation to engage in a behavior because of the satisfaction inherent in the activity rather than the desire for a specific reward or outcome (Azziz, 2017). When intrinsically motivated, a person will be moved to act for pleasure or challenge rather than because of external products, pressures, or rewards (Grigorescu, 2021). According to Morris et al. (2022), three things must be strived for to increase intrinsic motivation, namely:

- 1) Autonomy is the right or condition of self-government.
- 2) Mastery is comprehensive knowledge or skills in a particular activity.
- 3) Purpose is the reason why something is done.

Hennessey et al. (2015) and Herzberg et al. (1959) explain that intrinsic motivation is closely related to the need for competence, autonomy, and relatedness. This means that along with fulfilling these basic psychological needs, intrinsic motivation also involves seeking and engaging in activities that we find challenging, interesting, and internally rewarding without the prospect of any external rewards (Jaquays, 2018).

2.2. Human Resource Performance

Employee performance is defined as how well a person carries out their job duties and responsibilities (Rivai, 2018). Many companies assess their employees' performance on an annual or quarterly basis to determine specific areas for improvement and to encourage further success in areas that meet or exceed expectations (Oynura, 2022). Performance measurement includes quality, quantity, and efficiency of work (Drucker, 2012). Performance, according to Sedarmayanti (2017), is defined as a collection of employee behaviors that have some expected value for the organization (positive or negative). This behavior can be classified into three major classes: task performance, contextual performance, and counterproductivity (Oynura, 2022).

2.3. Hypotheses Development

2.3.1 Effect of Disaster Management Leadership on Human Resource Performance

The role of leaders and managers in this disaster situation is different from normal situations because, in a disaster situation, people under the leadership of leaders demand security, support, and positive direction and hope for things to get better, shorten the duration of suffering, and want correct and reliable information (Mahmud et al., 2020). Leaders in disaster conditions must have the ability to make urgent decisions with limited or unavailable information due to compromises in communication channels (Crosweiler, 2022b). The communication skills of leaders, especially crisis communication, are a key pillar in dealing with crises (Ali et al., 2021). Senior decision-makers and disaster

management leaders are directly responsible for protecting citizens and play an influential role in advising, formulating, and implementing policies to strengthen adaptive capacity and increase resilience to disasters (Crosweller & Tschakert, 2021). This means that the better the leadership of a disaster management leader, the better the performance of the members, so that they can help more people. Research conducted by Ridwan (2021) proves that leadership has a positive and significant effect on performance. This is in line with research by Nguyen et al. (2020), which states that leadership style has a very strong influence on performance achievement. Based on these arguments, hypothesis 1 can be explained as follows:

H1: Disaster Management Leadership has a positive influence on Human Resource Performance

2.3.2 Effect of Disaster Management Leadership on Intrinsic Motivation

Disaster Management Leadership is a leader in disaster conditions who has the ability to make urgent decisions with limited information and access to protect citizens and plays an influential role in advising, formulating, and implementing policies to strengthen adaptive capacity and increase disaster resilience. According to Morris et al. (2022), one of the things that must be fought for to increase intrinsic motivation is mastery or comprehensive skills. This means that through good leadership, members will be intrinsically motivated because they have comprehensive skills under their leadership. In addition, intrinsic motivation can also increase in situations where someone gets satisfaction from helping others. Research conducted by Crosweller (2022b) confirms the influence of disaster management leadership on employee service innovation behavior and intrinsic motivation. This is in line with research by Siyal et al. (2021), which proves the positive influence of leadership on intrinsic motivation. Based on these arguments, hypothesis 2 can be explained as follows:

H2: Disaster Management Leadership has a positive influence on Intrinsic Motivation

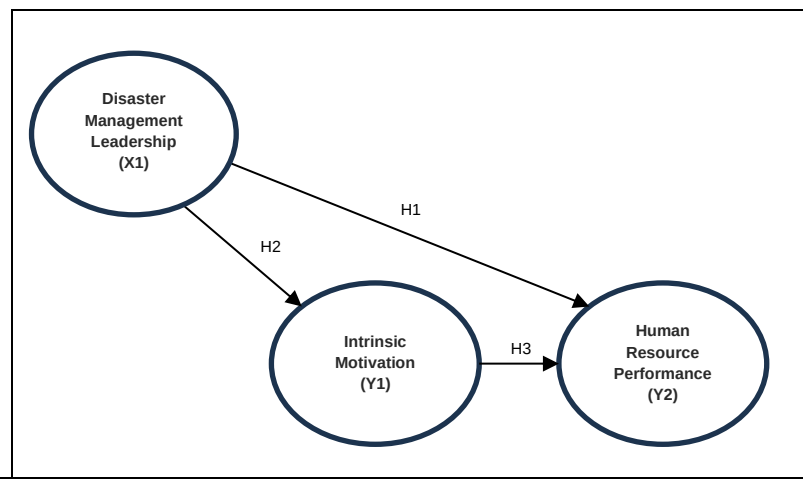
2.3.3 Effect of Intrinsic Motivation on Human Resource Performance

According to Lazaroiu (2015), there are three main elements of intrinsic motivation, namely autonomy, purpose, and mastery. People are intrinsically motivated when they can act independently, feel that their efforts matter, and get satisfaction from becoming more skilled (Coccia, 2019). So, people with high intrinsic motivation will improve their performance. This is because they are more skilled, and the recognition of performance will increase internal motivation. Research conducted by Good et al. (2022) confirmed that intrinsic motivation has a stronger influence than extrinsic motivation on salesperson performance. Then, other studies revealed that both intrinsic motivation and extrinsic motivation have a positive influence on performance (Coccia, 2019). Based on these arguments, hypothesis 3 can be explained as follows:

H3: Intrinsic Motivation has a positive influence on Human Resource Performance

The relationship between variables in this study can be described in the form of a framework shown in Figure 1.

Figure 1.
Conceptual
Framework



3. Research Method

3.1. Data Sample Collection

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiono, 2011). The purpose of this study is to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. This study will test the effect of disaster management leadership on intrinsic motivation and HR performance. The population used is all HR at the Jepara Regency BPBD. This study uses the Census sampling technique. The census sampling technique (saturated sampling), according to Sugiono (2011), is a sampling technique when all members of the population are used as samples. The sample to be used in this study is all HR at the Jepara Regency BPBD, with as many as 53 respondents. Primary data used in the study were obtained through a questionnaire by submitting a questionnaire sheet containing a list of questions to respondents. Data was collected using a closed questionnaire. The statement interval in this study is 1-5 with the anchor statement Strongly Disagree (STS) to Strongly Agree (SS).

3.2. Technical Analysis and Variable Measurement

3.2.1 Technical Analysis

This study uses the Partial Least Square data analysis tool using SmartPLS software version 3.0. Partial Least Square (PLS) is a structural equation modeling (SEM) equation model based on components or variants. According to Ghazali and Latan (2015:7), the PLS model consists of a measurement model (outer model), goodness of fit (GoF) criteria, and a structural model (inner model).

3.2.2 Variable Measurement

3.2.2.1 Intrinsic Motivation (Y1)

Intrinsic motivation is defined as doing an activity for its inherent satisfaction rather than for some separate consequence (Oudeyer & Kaplan, 2013). So, intrinsic motivation is concluded as motivation that grows from within the individual that drives them to do something. According to Smith & Shields (2013), the indicators used in measuring intrinsic motivation are interest, positive attitude, and need.

3.2.2.2 Human Resource Performance (Y2)

Human resource performance is the work achievement or work results, both in quality and quantity, achieved by human resources per unit period in carrying out their work duties by the responsibilities given to them. While employee performance indicators are quantity, quality of work, effectiveness, teamwork, learning, and development.

3.2.2.3 Disaster Management Leadership (X1)

Disaster management leaders are influential in determining the extent to which institutional decisions reduce or increase the vulnerability of sectors, groups, or regions in the context of climate change (Kelman et al., 2016). In addition, a leader in carrying out his leadership must have principles so that the influence of his leadership will be significant in the direction of achieving goals (Ali et al., 2021). According to Covey (2005), principles are part of conditions and consequences. These leadership principles are indicated by lifelong learning, service orientation, and bringing positive energy.

4. Results and Discussion

4.1 Instrument Testing

4.1.1 Validity Test

Num	Variable	Instrument	X1	Y1	Y2	Notes
1	Disaster Management Leadership (X1)	X1.1	0.892			Valid
2		X1.2	0.875			Valid
3		X1.3	0.886			Valid
4	Intrinsic Motivation (Y1)	Y1.1		0.883		Valid
5		Y1.2		0.789		Valid
6		Y1.3		0.883		Valid
7		Y1.4		0.848		Valid
8	Human Resource Performance (Y2)	Y2.1			0.806	Valid
9		Y2.2			0.812	Valid
10		Y2.3			0.895	Valid
11		Y2.4			0.775	Valid
12		Y2.5			0.918	Valid

Table 1.
Validity Test

Based on Table 1, it can be seen that all statement items for the variables Disaster Management Leadership, Intrinsic Motivation, and Human Resource Performance have an outer loading value > 0.70 . This means that the constructed measure has a high correlation, and all variables are valid, so they can be used as measuring instruments in this study. Discriminant validity testing is carried out in two ways, namely looking at the square root of the average variance extracted, the root of AVE, and the cross-loading value. The results of the discriminant validity test for the research variable data are presented below:

1) AVE Root or Square Root of Average Variance Extracted (AVE)

	<i>Disaster Management Leadership</i>	HR Performance	Intrinsic Motivation
<i>Disaster Management Leadership</i>	0.885		
HR Performance	0.625	0.843	
Intrinsic Motivation	0.466	0.726	0.852

Table 2.
AVE Root

Note: The bold values are the AVE root values.

Based on Table 2, it is known that all the AVE roots of each construct are greater than the correlation values between other constructs, so the discriminant validity requirements in this model have been met.

2) Cross Loading

	<i>Disaster Management Leadership</i>	HR Performance	Intrinsic Motivation	Notes
X1_1	0.892	0.527	0.371	Valid
X1_2	0.875	0.591	0.467	Valid
X1_3	0.886	0.535	0.391	Valid
Y1_1	0.458	0.715	0.883	Valid
Y1_2	0.395	0.545	0.789	Valid
Y1_3	0.370	0.583	0.883	Valid
Y1_4	0.354	0.610	0.848	Valid
Y2_1	0.553	0.806	0.634	Valid
Y2_2	0.506	0.812	0.617	Valid
Y2_3	0.557	0.895	0.623	Valid
Y2_4	0.428	0.775	0.534	Valid
Y2_5	0.575	0.918	0.641	Valid

Table 3.
Cross Loading

Based on Table 3, it is known that all construct measures have cross-loadings > 0.70 , so this model has met the requirements for discriminant validity.

4.1.2 Reliability Test

	Cronbach's Alpha	Composite Reliability	Notes
Disaster Management Leadership	0.861	0.915	Reliable
HR Performance	0.897	0.924	Reliable
Intrinsic Motivation	0.873	0.913	Reliable

Table 4.
Reliability Test

Based on Table 4, it is known that all constructs have Cronbach's Alpha and Composite Reliability values >0.70 , so it can be said that all construct measuring instruments are reliable.

4.2 Inner Model Testing

	R Square	Classification
HR Performance	0.632	moderate
Intrinsic Motivation	0.217	moderate

Table 5.
Inner Model Testing

Based on Table 5, the coefficient of determination (R-square) value that appears in the HR performance variable model (Y2) is 0.632. This value can be interpreted to mean that the HR performance variable (Y2) can be explained by the disaster management leadership and intrinsic motivation variables by 63.2%, and the remaining 36.8% is obtained by the effects of other variables not listed in this study. The coefficient of determination (R-square) in the intrinsic motivation variable model of 0.217 can be explained by disaster management leadership by 21.7%, and the remaining 78.3% is obtained by the effects of other variables not listed in this study.

4.3 Hypothesis Test

4.3.1 Path Coefficients Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disaster Management Leadership -> HR Performance	0.367	0.363	0.081	4.513	0.000
Disaster Management Leadership -> Intrinsic Motivation	0.466	0.472	0.100	4.679	0.000
Intrinsic Motivation -> HR Performance	0.555	0.564	0.092	6.036	0.000

Table 6.
Path Coefficients Direct Effect

Based on Table 6, it is known that the estimated coefficient value (original sample estimate) of the influence of disaster management leadership on HR performance is 0.367. This result provides evidence that disaster management

leadership has a positive influence on HR performance. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (4.513) is greater than the t-table (1.96) with p (0.000) less than 0.05. The test concludes that disaster management leadership positively and significantly influences HR performance. This result means that if disaster management leadership is getting better, HR performance will tend to increase. On this basis, the first hypothesis proposed in this study is accepted.

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of disaster management leadership on intrinsic motivation, which was 0.466. This result provides evidence that disaster management leadership has a positive influence on members' intrinsic motivation. The results of the t-test confirmed these findings, where it was found that the magnitude of the t-count (4.679) was greater than the t-table (1.96) with p (0.000) less than 0.05. This test concludes that disaster management leadership positively and significantly influences members' intrinsic motivation. This result means that if the implementation of disaster management leadership is getting better, then BPBD members will tend to be more intrinsically motivated. On this basis, the second hypothesis proposed in this study is accepted.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of intrinsic motivation on HR performance, which was 0.555. The results provide evidence that intrinsic motivation has a positive influence on HR performance. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (6.036) is greater than the t-table (1.96) with p (0.000) less than 0.05. The test concludes that intrinsic motivation positively and significantly influences HR performance. This result means that if intrinsic motivation is getting better, then HR performance tends to increase. Based on these results, the third hypothesis proposed in this study is accepted.

4.3.2 Indirect Effect Test

Variabel eksogen	Indirect Effect	T hitung	P values	Notes
Disaster Management Leadership -> Intrinsic Motivation -> HR Performance	0,259	3,866	0,000	Significant

Table 7.
Indirect
Effect Test

Based on Table 7, it is known that the mediation effect of intrinsic motivation concerning the variable disaster management leadership on HR performance is known to be 0.259. The Sobel test produces a t-count of 3.866 ($t > 1.96$) with $p = 0.000 < 0.05$. The test concludes that intrinsic motivation is an intervening variable that mediates the effect of disaster management leadership on HR performance. However, when viewed from the magnitude of its influence, the

direct effect of 0.367 is greater in value than the indirect effect of 0.259. This means that the effect of disaster management leadership on HR performance is more direct, compared to indirect, through the mediation of intrinsic motivation.

5. Conclusions, Limitations, and Recommendations

Based on the results of the study above, it can be concluded that there is an influence of disaster management leadership on HR performance at BPBD Jepara Regency. The implementation of effective disaster management leadership has been proven to improve HR performance. Disaster Management Leadership has an effect on intrinsic motivation at BPBD Jepara Regency. The implementation of effective Disaster Management Leadership has been proven to increase intrinsic motivation. Intrinsic motivation has an effect on HR performance at BPBD Jepara Regency. Employees who are intrinsically motivated have been proven to have optimal HR performance.

The limitation of this study is the low determination coefficient (R-square) in the intrinsic motivation variable model, indicating that variations in inherent motivation are not fully explained by the variables in the model, indicating the presence of other factors that have a significant influence. Then some suggestions for further research are to consider additional variables, such as the work environment, interpersonal relationships, or psychological factors, to better understand the complexity of intrinsic motivation. And explore these factors with more comprehensive methods, such as qualitative approaches or mixed designs, to gain a deeper and more contextual understanding.

The research results also show several implications, namely that this research confirms the results of previous research regarding the relationship between leadership and HR performance, which is still a matter of debate in various studies. The results of the analysis support the findings of Nguyen et al. (2020), which state that leadership style empirically has a significant effect on the achievement of HR performance, especially in crises. This study contributes to leadership theory by showing that intrinsic HR motivation can be increased through leadership that is able to make urgent decisions even with limited information, protect the community, and formulate and implement policies that strengthen adaptive capacity and resilience to disasters.

Further analysis shows that in the Disaster Management Leadership variable, the "lifelong learning" indicator has the highest value, while "service oriented" is the lowest. Organizations are advised to maintain lifelong learning practices while increasing service-oriented behavior by improving the quality of service and supervision. In the intrinsic motivation variable, the "happy to find solutions to disaster problems" indicator has the highest value, while "happy to be involved in disaster programs" is the lowest. Therefore, organizations need to increase HR involvement in disaster prevention decision-making and planning. Meanwhile, in the HR Performance variable, the "development" indicator has the highest value, while "teamwork" has the lowest. To improve

teamwork, organizations can hold activities such as fun games and teamwork training to strengthen collaboration between members.

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