

The Influence of Leadership on Employee Performance through Motivation as an Intervening Variable

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Abstract

The purpose of this study was to determine the effect of leadership on employee performance through motivation as an intervening variable at the Secretariat Office of the DPRD Lubuklinggau City. The population and sample of the study amounted to 32 state civil servants. Methods of data analysis using quantitative analysis. The results showed that leadership had an effect on employee performance with a value of $t_{count} = 7.563 > t_{table} = 1.695$ significant $0.000 < 0.05$. Leadership has an effect on motivation with a value of $t_{count} = 5.043 > t_{table} = 1.695$, significant $0.000 < 0.05$. Motivation has an effect on employee performance with a value of $t_{count} = 7.525 > t_{table} = 1.695$, significant $0.000 < 0.05$. Leadership has an effect on employee performance through motivation as an intervening variable with a value of $t_{count} = 3.114 > t_{table} = 1.695$. The conclusion is that leadership influences employee performance through motivation as an intervening variable at the Secretariat Office of the DPRD Lubuklinggau City.

Keywords: leadership, motivation, employee performance.

1. Introduction

An organization in the current era of globalization is required to be able to compete to maintain the survival of the organization. It is undeniable that every organization has short-term and long-term goals for profit. However, achieving these goals is not easy because the problem of Human Resources is still an obstacle for management. Human Resources is one of the distinguishing factors from one organization to another.

Almost all organizations want Human Resources to have high performance. Because if Human Resources have low performance, the goals expected by the organization will be difficult to achieve. To improve performance, leadership and motivation are needed to organize Human Resources properly.

The effectiveness of Human Resources and organizational management is highly dependent on the quality of leadership. In order for organizational goals to be achieved, leadership is also needed from a leader to manage, organize, and lead Human Resources to work well. Good leadership can provide encouragement and make subordinates always carry out the work given with full responsibility.

In addition to leadership, motivation is needed so that Human Resources can perform seriously. Every Human Resource really needs a motivation both from external and internal himself. For this reason, the organization needs to pay attention to its Human Resources by providing motivational encouragement so that they are always enthusiastic in carrying out the work given.

The phenomenon regarding leadership issues is that first, leaders are still not firm in reprimanding subordinates who are not disciplined at work; second, leaders are not optimal in strengthening a sense of work unity, such as not being sensitive to complaints, suggestions and criticism from subordinates. Then, there are also problems regarding motivation, namely, first, not all employees are given the opportunity to participate in expressing opinions to set goals; second, there is still a lack of leaders in giving praise to encourage employees in carrying out work. Furthermore, regarding employee performance, a problem was found, namely the lack of discipline of employees in utilizing working time optimally, making the achievement of the set goals slow; secondly, the lack of solid employee cooperation makes the set goals not yet achieved optimally.

2. Literature Review

Employee performance is the result of work and work behavior achieved in completing the tasks and responsibilities given in a certain period. (Cashmere, 2019). Employee performance is about doing work and the results achieved from that work. Performance is about what is done and how it is done. (Wibowo, 2017) Employee performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. (Sutrisno, 2015). From several definitions of employee performance, the researcher concludes that employee performance is the result achieved by individuals and groups in achieving the goals set by the organization.

Employee performance measurement can be done using indicators (Donni, 2016) namely: (1) Quantity of Work. Quantity of work relates to the volume of work and work productivity produced by employees within a certain period of time. (2) Quality of Work. Quality of work relates to considerations of accuracy, precision, neatness, and completeness in handling tasks within the organization. (3) Independence (Dependability). Independence relates to consideration of the degree of an employee's ability to work and carry out tasks independently by minimizing the assistance of others. Independence also illustrates the depth of commitment possessed by employees. (4) Initiative. Initiative relates to considerations of independence, flexibility of thinking, and willingness to accept responsibility. (5) Adaptability. Adaptability concerns the ability to adapt, considering the ability to react to changing needs and conditions. (6) Cooperation. Cooperation relates to consideration of the ability to work with, and for, others. Do assignments, including overtime with a vengeance.

Leadership is the process of influencing the activities of individuals and groups in an effort to achieve goals in certain situations. (Sutrisno, 2017). Leadership is the process of influencing individual and group activities in an effort to achieve goals in certain situations. Efforts to influence many people through communication to achieve goals (Nugraha, 2017). (Nugraha, 2017). Leadership is the ability to provide constructive influence to others to carry out a cooperative effort to achieve planned goals. (Donni, 2017b). From several definitions of leadership, researchers concluded that leadership is an ability to influence a person or group in achieving predetermined goals.

A leader must have several leadership advantages (Kartono, 2020). In this study, researchers made it an indicator of leadership, including: (1) Capacities are intelligence,

alertness, verbal facility, originality, and judgment; Achievements are degrees, knowledge, gains in sports and athletics, etc; (2) Responsibility is being independent, taking initiative, persevering, resilient, confident, aggressive, and having a desire to excel; (3) Participation is being active, having high sociability, being able to get along, being cooperative or like to work together, easily adjusting, having a sense of humor; (4) Status, which includes a fairly high socio-economic position, popularity, fame.

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good results and quality. (Afandi, 2016). Motivation is an impetus for a series of human behavior processes towards achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and the existence of goals (Wibowo, 2017). (Wibowo, 2017). Motivation is a condition that moves employees to be able to achieve the goals of their motives (Mangkunegara, 2015). (Mangkunegara, 2015). From several definitions of motivation, researchers conclude that motivation is a desire that moves a person in carrying out their activities to get good results.

The motivation indicators used in this study include (Afandi, 2018) among them are: (1) Merit pay, which is everything in the form of goods, services, and money which is the compensation received by employees because of their services involved in the organization; (2) Working conditions, namely the condition or state of the work environment of a company that is the workplace of employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities properly; (3) Work facilities, namely everything contained in the organization that is occupied and enjoyed by employees, both in direct relation to work and for the smooth running of work; (4) Work achievement, namely the results achieved or desired by everyone at work. For each person, the measurement is not the same because humans are different from each other; (5) Recognition from superiors, namely statements given from superiors whether their employees have applied the motivation that has been given or not; (6) The work itself, i.e. employees who do the work by themselves whether their work can be a motivation for other employees.

3. Research Method

Research Stages above the research flow made by researchers and will be carried out in this study with the following explanation: Field studies/activities, researchers conducted initial activities in the Lubuklinggau City DPRD Secretariat Office environment to make observations. Then, researchers documented activities in the field and later distributed research questionnaires to obtain the expected data in this study; Data collection, researchers collected primary data by using a questionnaire as a data collection tool. The questionnaire was distributed to employees of the Lubuklinggau City DPRD Secretariat Office. Then, for secondary data, researchers collected it from existing data taken and obtained from the Lubuklinggau City DPRD Secretariat Office and other sources such as employee data, general descriptions, books and articles; Data processing, after the questionnaire questionnaire is distributed and the data is collected. Then the data is analyzed to get and find out the results of the conclusion whether it is in accordance with the expected research objectives.

Population is the whole of the object of research which can be in the form of humans, animals, plants and so on. (Syofian, 2017). The population in this study were employees of the Lubuklinggau City DPRD Secretariat Office, totaling 32 ASN employees. A sample is a data collection procedure, where only part of the population is taken and used to determine the desired characteristics and characteristics of a population. (Syofian, 2017). So, the sample in this study from a total of 33 employees was taken 32 ASN employees of the Lubuklinggau City DPRD Secretariat Office and 1 person was not sampled because he was a leader. So this research sample technique uses the saturated sample method, namely the entire population is sampled in this study.

4. Findings and Discussions

Table 1. Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Leadership _X	Motivatio n_Z	Performance_Emplo yee_Y
N		32	32	32
Normal Parameters ^{a,b}	Mean	57,72	69,66	83,06
	Std. Deviation	4,488	7,056	6,190
Most Extreme Differences	Absolute	,144	,120	,214
	Positive	,078	,120	,086
	Negative	-,144	-,120	-,214
Kolmogorov-Smirnov Z		,812	,681	1,209
Asymp. Sig. (2-tailed)		,524	,743	,108

Table 1 above the normality test results show the Leadership variable (X) obtained a positive *Kolmogorov-Smirnov Z* value of 0.812 with an *Asymp. Sig. (2-tailed)* value of 0.524 > 0.05. Then, the Motivation variable (Z) obtained a positive *Kolmogorov-Smirnov Z* value of 0.681 with an *Asymp. Sig. (2-tailed)* of 0.743 > 0.05. Furthermore, the Employee Performance variable (Y) obtained a positive *Kolmogorov-Smirnov Z* value of 1.209 with an *Asymp. Sig. (2-tailed)* of 0.108 > 0.05. So, based on the results of this normality test, researchers concluded that the *Kolmogorov-Smirnov* normality test was normal.

Table 2. Linearity Test Results of Leadership and Employee Performance (*ANOVA Table*)

		Sum of Squares	df	Mean Square	F	Sig.
Performanc e_Employe e_Y *	(Combined)	1032,042	16	64,503	6,209	,000
	Between Linearity	779,212	1	779,212	75,004	,000

Leadership	Groups	Deviation from	252,830	15	16,855	1,622	,179
_X		Linearity					
	Within Groups		155,833	15	10,389		
	Total		1187,875	31			

Table 2 above the results of the linearity test of Leadership and Employee Performance show the significant value of *Linearity* is $0.000 < 0.05$, and the significant value of *Deviation from Linearity* is $0.179 > 0.05$. So, researchers concluded that the results of the linearity test of Leadership and Employee Performance are linear.

Table 3. Linearity Test Results of Motivation and Employee Performance (*ANOVA Table*)

			Sum of Squares	df	Mean Square	F	Sig.
Performanc		(Combined)	1022,875	17	60,169	5,105	,002
e_Employe							
e_Y	* Betwee	Linearity	776,520	1	776,520	65,887	,000
Motivation	n						
_Z	Group	Deviation from	246,355	16	15,397	1,306	,311
	s	Linearity					
	Within Groups		165,000	14	11,786		
	Total		1187,875	31			

Table 3 above the results of the linearity test of Motivation and Employee Performance show the significant value of *Linearity* is $0.000 < 0.05$, and the significant value of *Deviation from Linearity* is $0.311 > 0.05$. So, researchers concluded that the results of the linearity test of Motivation and Employee Performance are linear.

Table 4. *Coefficients^a* Leadership (X) on Employee Performance (Y)

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	18,588	8,550	
	Leadership_X	1,117	,148	,810

Table 4 regression calculation results above, the simple linear regression equation is as follows: $Y = 18.588 + 1.117 X$. The meaning of the equation is that the constant value of $a = 18.588$ units means that if there is no Leadership variable, the Employee Performance variable is 18.588 units. While the Leadership regression coefficient value is $b = 1.117$ units, meaning that every time there is an increase of one unit of the Leadership variable, it will increase the Employee Performance variable by 1.117 units.

Table 5. *Correlations of Leadership (X) and Employee Performance (Y)*

		Performance_Employee_Y	Leadership_X
Pearson Correlation	Performance_Employee_Y	1,000	,810
	Leadership_X	,810	1,000

Table 5. above shows that, the result of the correlation coefficient test (r) between the Leadership variable (X) and the Employee Performance variable (Y) the value obtained is 0.810. This means that the relationship between the Leadership variable (X) and the Employee Performance variable (Y) can be said to be very strong, namely 0.810 because this value is in the coefficient interval of 0.80-1.000.

Table 6. *Coefficients^a Leadership (X) on Employee Performance (Y)*

	Model	t	Sig.
1	(Constant)	2,174	,038
	Leadership_X	7,563	,000

Table 6 shows the results of the t test (partial) of the Leadership variable (X) on the Employee Performance variable (Y). The results obtained are the value of $t_{count} = 7.563 > t_{table} (32-1 = 31) = 1.695$ and the significant value obtained is $0.000 < 0.05$. This means that the Leadership variable (X) has a significant influence on the Employee Performance variable (Y) in the Lubuklinggau City DPRD Secretariat Office.

Table 7. *Coefficients^a Leadership (X) on Motivation (Z)*

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8,200	12,223	
	Leadership_X	1,065	,211	,677

Table 7 regression calculation results above, the simple linear regression equation is as follows: $Y = 8,200 + 1,065 X$. The meaning of the equation is that the constant value of a = 8,200 units means that if there is no Leadership variable, the Motivation variable is 8,200 units. While the regression coefficient value of Leadership is $b = 1.065$ units, meaning that every time there is an increase of one unit of Leadership variable, it will increase the Motivation variable by 1.065 units.

Table 8. *Correlations* Leadership (X) and Motivation (Z)

		Motivation_Z	Leadership_X
Pearson Correlation	Motivation_Z	1,000	,677
	Leadership_X	,677	1,000

Table 8 above shows that, the test results of the correlation coefficient (r) between the Leadership variable (X) and the Motivation variable (Z) the value obtained is 0.677. This means that the relationship between the Leadership variable (X) and the Motivation variable (Z) can be said to be strong, which is 0.677 because this value is in the coefficient interval 0.60-0.799.

Table 9. *Coefficients^a* Leadership (X) on Motivation (Z)

	Model	t	Sig.
1	(Constant)	,671	,507
	Leadership_X	5,043	,000

Table 9 shows the results of the t test (partial) of the Leadership variable (X) on the Motivation variable (Z). The results obtained are the value of $t_{count} = 5.043 > t_{table} (32-1 = 31) = 1.695$ and the significant value obtained is $0.000 < 0.05$. This means that the Leadership variable (X) has a significant influence on the Motivation variable (Z) in the Lubuklinggau City DPRD Secretariat Office

Table 10. *Coefficients^a* Motivation (Z) on Employee Performance (Y)

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	33,652	6,598	
	Motivation_Z	,709	,094	,809

Table 10 regression calculation results above, the simple linear regression equation is as follows: $Y = 33.652 + 0.709 X$. The meaning of the equation is that the constant value of $a = 33.652$ units means that if there is no Motivation variable, the Employee Performance variable is 33.652 units. While the Motivation regression coefficient value is $b = 0.709$ units, meaning that every time there is an increase of one unit of the Motivation variable, it will increase the Employee Performance variable by 0.709 units.

Correlations of Motivation (Z) and Employee Performance (Y)

		Performance_Employee_Y	Motivation_Z
Pearson Correlation	Performance_Employee_Y	1,000	,809
	Motivation_Z	,809	1,000

Table 11 above shows that, the result of the correlation coefficient test (r) between the Motivation variable (Z) and the Employee Performance variable (Y) the value obtained is 0.809. This means that the relationship between the independent variable Motivation (Z) and the dependent variable Employee Performance (Y) can be said to be very strong, namely 0.809 because this value is in the coefficient interval 0.80-1.000.

Table 12. *Coefficients^a* Motivation (Z) on Employee Performance (Y)

	Model	t	Sig.
1	(Constant)	5,100	,000
	Motivation_Z	7,525	,000

Table 12. shows the results of the t test (partial) of the Motivation variable (Z) on the Employee Performance variable (Y). The results obtained are the value of $t_{count} = 7.525 > t_{table} (32-1 = 31) = 1.695$ and the significant value obtained is $0.000 < 0.05$. This means that the Motivation variable (Z) has a significant influence on the Employee Performance variable (Y) in the Lubuklinggau City DPRD Secretariat Office.

Table 13. *Model Summary^b* Leadership (X) on Motivation (Z)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,677 ^a	,459	,441	5,277

Table 13 above the value of R^2 or *R Square* contained in the *model summary* table is 0.459, this shows that the contribution or contribution of the Leadership variable (X) to Motivation (Z) is 45.9%. The remaining 54.1% is the contribution of other variables not included in the study, such as work discipline variables, organizational culture, and work environment.

Table 14. *Coefficients^a* Leadership (X) on Motivation (Z)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	8,200	12,223	
Leadership_X	1,065	,211	,677

Table 14 above in the regression output in the *coefficients* table section, it can be seen that the *beta* value of the Leadership variable (X) is = 0.677 units. Then for the value of R^2 of 0.459, so that the value of $e1 = \sqrt{(1-0.459)} = 0.735$.

Table 15. *Model Summary^b* Leadership (X) on Employee Performance (Y) through Motivation (Z)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,884 ^a	,781	,766	2,996

Table 15 above the value of R^2 or *R Square* contained in the *model summary* table is 0.781, this shows that the contribution or contribution of the Leadership (X) and Motivation (Z) variables to Employee Performance (Y) is 78.1%. The remaining 21.9% is the contribution of other variables not included in the study, such as work discipline variables, organizational culture, and work environment

Table 16. *Coefficients^a* Leadership (X) on Employee Performance (Y) through Motivation (Z)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	15,133	6,993	
Leadership_X	,668	,163	,485
Motivation_Z	,421	,104	,480

Table 16 above in the regression output in the *coefficients* table section, it can be seen that the *beta* value of the Leadership variable (X) = 0.485 units. Meanwhile, the *beta value* of the Motivation variable (Z) = 0.480 units. Then for the value of R^2 of 0.781, so that the value of $e2$ can be found by the formula $e2 = \sqrt{(1-0.781)} = 0.468$. The direct effect of Leadership (X) on Employee Performance (Y) is 0.485 units. Meanwhile, the indirect effect of Leadership (X) on Employee Performance (Y) through Motivation (Z) = $0.677 \times 0.480 = 0.325$ or the total effect = $0.485 + 0.480 = 0.965$.

5. Conclusion

Based on the results of the research that has been done, then to answer the formulation of the problem and prove the hypothesis that has been put forward, it can be concluded that: a) Leadership affects employee performance in the Lubuklinggau City DPRD Secretariat Office. ^{tabel}The results obtained are the value of $t_{count} = 7.563 > t_{count} = 1.695$ with a significant value obtained $0.000 < 0.05$. b) Leadership affects motivation in the Office of the DPRD Secretariat of Lubuklinggau City. The results obtained are the value of $t_{count} = 5.043 > t_{tabel} = 1.695$ with a significant value obtained $0.000 < 0.05$. c) Motivation affects Employee Performance at the Lubuklinggau City DPRD Secretariat Office. The results

obtained are the value of $t_{count} = 7.525 > t_{tabel} = 1.695$ with a significant value obtained $0.000 < 0.05$. d) Leadership affects employee performance through motivation as an intervening variable in the Lubuklinggau City DPRD Secretariat Office. The results obtained are the value of $t_{count} = 3.114 > t_{tabel} = 1.695$.

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