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## The Influence Of Leadership Style On Employee Performance Which Is Moderate By Motivation At The Public Works Department Of Bandar Lampung City

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**Abstract.** *This research aims to determine the effect of leadership style on employee performance with motivation as a moderating variable. This research used a sample of 195 employees of the Public Works Department in Bandar Lampung City. This research uses simple linear regression analysis and descriptive statistics which are processed using the SPSS version 23 statistical application. The results of this research show that the leadership style variable is proven to have a significant positive effect on employee performance variables and supports the first hypothesis. The motivation variable as a moderating variable in this study was proven to have no effect on the influence of the leadership style variable on employee performance and did not support the second hypothesis. Based on this, it can be concluded that this research supports the first hypothesis, but does not support the second hypothesis in this research.*

**Keywords:** *Leadership Style, Employee Performance, Motivation and Bandar Lampung City Public Works Department*

### 1. INTRODUCTION

In the era of globalization, business competition is becoming increasingly competitive, resulting in changes in the business and organizational environment that are very fast and uncertain. This condition requires every organization to improve itself in order to seize opportunities and adapt to global demands. One of the efforts made is to manage and utilize human resources appropriately and optimally. The position and role of human resources in an organization has a key position for the progress and success of the organization (Sumual et al., 2019).

Human resources are one of the crucial aspects in an organization or company, in managing them, human resources must work well so that the company's goals can be achieved and able to compete with its competitors. Human resources must always be considered, maintained, maintained and developed by the company. Apart from utilizing the potential of human resources, another thing that is of concern to organizations or companies is the existence of good commitment from their employees, because having good commitment to employees will have an impact on the smoothness of the company in achieving its goals. Companies have goals that they want to achieve, in efforts to achieve these goals the company plays a very important role in managing, organizing and using human resources so that the company can work productively, effectively and efficiently (Halim, 2020).

Employee performance is one of the main factors that can influence a company's progress (Saputra and Wibowo, 2017). The higher or better the employee's performance, the easier it will be to achieve the company's goals, and vice versa, if the employee's performance is low or not good, the goals will be difficult to achieve and the results received will not be in accordance with the company's wishes. Employee performance is an activity related to the work expected of an employee and how these activities are carried out (Arafat, et al, 2020).

The abilities and skills of a leader are important factors in motivating employees to work well, this influence of a leader really determines the direction of the organization's goals (Handayani, 2017). According to Halim (2020), research on the influence of leadership style on employee performance states that leadership style has a significant influence on employee performance. Leadership turns potential into reality and this is the main activity that provides success for the organization (Rapanna & Jumady, 2020). Therefore, the importance of leadership is reflected as a function that has potential value both individually and for the organization in achieving goals. (Handayani, 2017). Leaders who are able to direct their subordinates well so that their subordinates can do their work well so that they can improve performance and also if the leader's leadership style is liked by his employees will cause the employees to feel satisfied at work.

Furthermore, another factor that influences performance is motivation. Motivation according to Hasibuan (2018) is a driving force that creates a person's enthusiasm so that they want to cooperate, work effectively and be integrated with all their efforts to achieve satisfaction. Meanwhile, according to Mathias (1989) in Saputra and Wibowo (2018) Motivation is a will or desire that arises from within a person which causes that person to act. It was concluded that motivation is not something that can be observed but is something that can be concluded to exist because of visible behavior. Motivation is also something that makes someone enthusiastic about doing work, which is why work motivation in work psychology is usually called a driver of work enthusiasm.

The city of Bandar Lampung has various organizations, one of which is the Public Works Department. The Public Works Department (or often shortened to DPU) is a government agency responsible for organizing, planning and supervising public infrastructure and related facilities in a region or country. The Public Works Department's main duties usually involve building, maintaining, and developing infrastructure such as roads, bridges, drainage systems, and other public facilities.

Each country or region has a Public Works Department that operates at the local or national government level, and their duties and responsibilities may vary depending on

applicable laws and regulations. In carrying out its duties, the Public Works Department plays an important role in ensuring that the public has good and safe access to public facilities and infrastructure needed in everyday life. Researchers draw the conclusion that the Public Works Department has an important role in creating public facilities and infrastructure, therefore it is hoped that the employees of this Department have good performance so that they can produce good public facilities and infrastructure for the general public.

## **2. THEORETICAL STUDY**

In an organization, leaders have a very important role for the progress of the organization where they hold important power in every decision making, making basic plans in determining organizational goals. A leader must be able to influence his followers in order to make the organization move in accordance with the planned vision and mission (Arafat, et al, 2020). The success of an organization is determined by the leader (Sahrul, 2018).

According to Saputra and Wibowo (2017), the definition of a leader is someone who initiates social behavior by regulating, directing, organizing or controlling other people's efforts/efforts or through prestige, power and position. In a limited sense, a leader is someone who guides, leads with the help of his persuasive qualities and voluntary acceptance by his followers.

Leadership literally comes from the word lead. The word lead contains the meaning of directing, building or arranging, guiding and also showing or influencing. Leaders have a responsibility both physically and spiritually for the success of the work activities of those they lead, so becoming a leader is not easy and not everyone will have the same ability in carrying out their leadership.

In general, the definition of leadership is the power that drives struggle or activities that lead to success. According to Arafat et al, (2020) Leadership style is a method or behavior chosen to influence the behavior and feelings of organizational members/subordinates in achieving optimal performance goals. Leadership can also be interpreted as a process of influencing or giving an example by a leader to his followers with the aim of achieving the company's vision (Fahroby, 2020).

According to Udovita (2020), leadership is simply "the art of influencing people so that they are willing to try to achieve goals". Leadership turns potential into reality and this is the main activity that provides success for the organization (Rapanna & Jumady, 2020). Therefore, the importance of leadership is reflected as a function that has potential value both individually and for the organization in achieving goals. (Handayani, et al 2019). According to Robbins

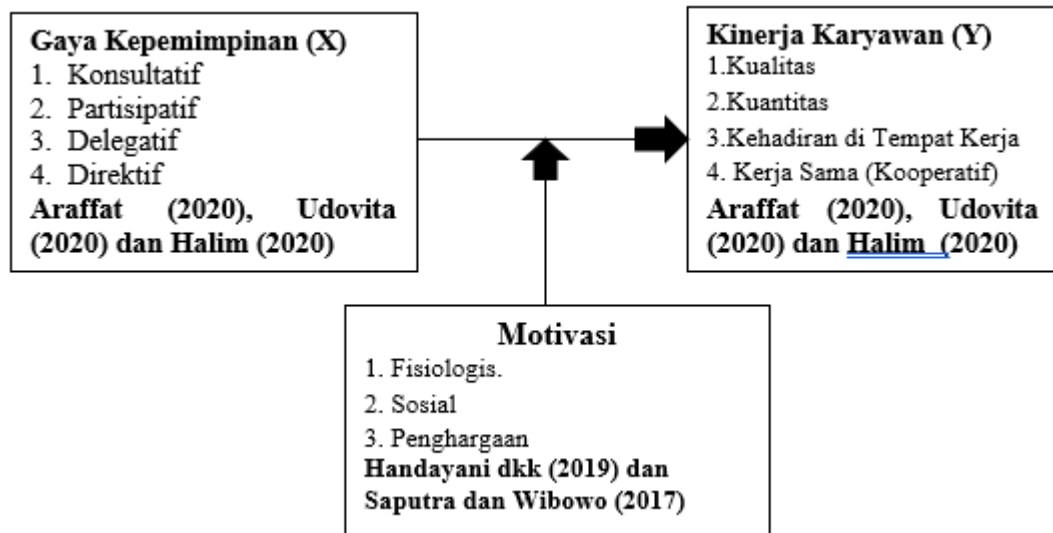
(2016) defines leadership "as the ability to influence a group to achieve a vision or set of set goals."

Performance is a work result achieved by an individual or group in carrying out assigned tasks and responsibilities and completed based on ability, experience, intensity and time (Fahroby, 2020). Employee performance depends on a proper match with the leader's ability to lead depending on situational factors that include the leader's abilities, preferred style, and behavior, employee competence (Iqbal, et al, 2015)

According to the Big Indonesian Dictionary, performance is something that is achieved, demonstrated achievement, work ability. Performance measures can be seen in terms of specific quantity and quality in accordance with standards set by the organization or company. They can be tangible (the measuring instrument or standard can be determined) or intangible (the measuring instrument or standard cannot be determined), depending on the form and implementation process. that job. The performance produced by employees in a company is determined by several good factors and conditions, which originate from within the employee or from outside the individual employee.

Motivation is very important in the world of work or organizations to analyze employee motivation is needed so that they can complete the assigned tasks well. According to Wahyuni (2015), work motivation in public sector organizations is more directed at providing strength and encouragement within an employee which will influence the implementation of their duties and responsibilities towards public services. Providing the right motivation to employees will produce optimal performance to serve the public. Meanwhile, according to Handayani, et al (2019) "motivation is a state within an individual that gives rise to, directs and maintains behavior.

The framework is a description of the relationship between research variables. Sugiyono (2019), stated that the thinking framework is a conceptual framework of how theory relates to various factors that have been identified as important problems. This research, the framework of thought is presented in Figure 1 below:



**Figure 1. Framework of Thought**

Scientific research or hypothesis is a formal affirmative statement that predicts a single research result, a temporary explanation or a relationship between two or more variables (Sugiyono, 2019). Based on this definition, the researcher formulates the following hypothesis:

**H1:** Leadership style has a significant positive effect on employee performance.

**H2:** Motivation strengthens the influence of the Leadership Style variable on employee performance.

### 3. RESEARCH METHODS

#### Data analysis method

#### Validity and Reliability Test

Ghozali (2019) states that the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity testing technique used in this research is factor analysis with the help of SPSS version 23 software. Factor analysis can be used to measure the level of intercorrelation between variables using the Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO-MSA). The analysis process can be continued if the KMO MSA value is greater than 0.5. The validity of a questionnaire item can be determined if the factor loading value is  $> 0.5$ . Factor loading values that are  $< 0.5$  and cross loading occurs must be removed until there are no more factor loading values  $< 0.5$  (Ghozali, 2019).

Ghozali (2019) stated that reliability testing is the accuracy of the instrument in measurement. Reliability testing was carried out using the SPSS version 23 program and using

the Chronbach Alpha measurement technique. The results of the reliability test can be said to be reliable if the Chronbach Alpha is  $> 0.6$  and the Cronbach Alpha value if an item is deleted must be greater than  $> 0.50$  (Ghozali, 2019).

### **Normality test**

The normality test aims to find out and test whether in the regression model the research variables contain confounding or residual variables that have a normal data distribution or not (Ghozali, 2019). This research uses non-parametric Kolmogorov-Smirnov statistical analysis. Decision making can be seen from the results of the KS test, if the significance probability value is greater than 0.05 then the data is normally distributed, conversely, if the significance probability value is smaller than 0.05 then the data is not normally distributed (Ghozali, 2019).

### **Data analysis**

Description of research results is an analysis carried out based on survey results which is used to explain or describe the data that has been collected without intending to draw conclusions that apply generally.

This quantitative analysis was used to determine Leadership Style on Employee Performance in Employees and Motivation as moderation in the Bandar Lampung City Public Works Department, using a simple linear regression analysis formula.

## **Hypothesis Test Method**

### **Model Feasibility Test (F-Test)**

Simple linear regression analysis is a linear relationship between the independent variable (X) and the dependent variable (Y). This analysis is used to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases (Sugiyono, 2019).

Simple linear regression analysis is used to measure the influence of leadership style on employee performance. The simple linear regression equation in this research is formulated as follows:

$$Y = \alpha + \beta_1 X + e \quad \text{(i)}$$

$$Y = \alpha + \beta_1 X + \beta_2 M + \beta_3 X \cdot M + e \quad \text{(ii)}$$

Information:

Y : PerformanceEmployee

$\alpha$  :Constant

$\beta$  :Regression Coefficients

X : StyleLeadership

m :Motivation

e :Standard Error

### Individual Significance Test (t-Test)

The T hypothesis test (T-test) is used to find out whether each independent variable has a significant effect on the dependent variable (Ghozali, 2016). To find out whether it is significant or not, the calculated T number is compared with the T-table. The test criteria using a significance value of 5% are as follows:

1. If the calculated t value > T table and the significance value > 0.05 then H0 is accepted.
2. If the calculated t value < T table and the significance value < 0.05 then H0 is accepted.

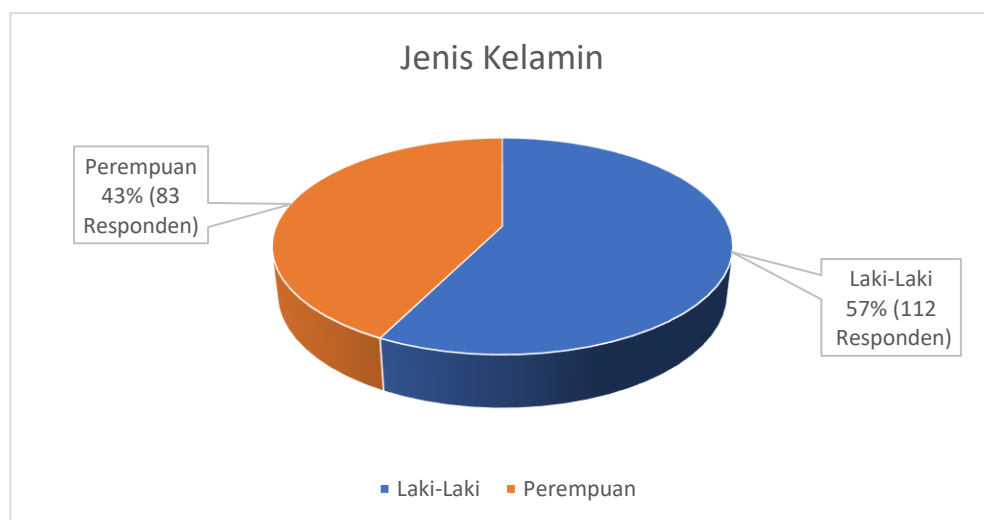
## 4. RESULTS AND DISCUSSION

The subjects of this research were 195 employees at the Public Works Department in Bandar Lampung City. This research data uses a questionnaire as a tool in the research process which is carried out online using Google Form. The results obtained from this research are quantitative data processed using Microsoft Excel and SPSS version 23 programs

### Respondent Data

Respondent characteristics were grouped according to gender, age, educational background and length of work. To clarify the characteristics of the respondents in question, a table regarding the respondents is presented as explained below:

### Characteristics of Respondents Based on Gender



**Figure 2. Characteristics of Respondents Based on Gender**

### Characteristics of Respondents Based on Age

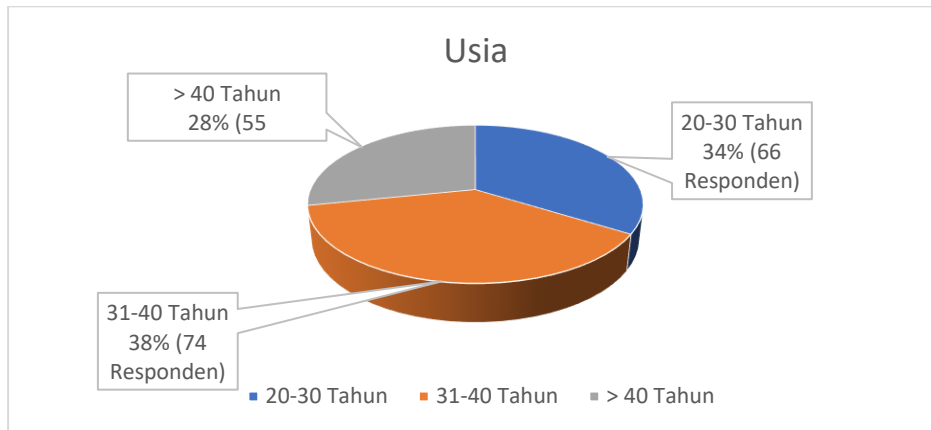


Figure 3. Characteristics of Respondents Based on Age

### Characteristics of Respondents Based on Educational Background

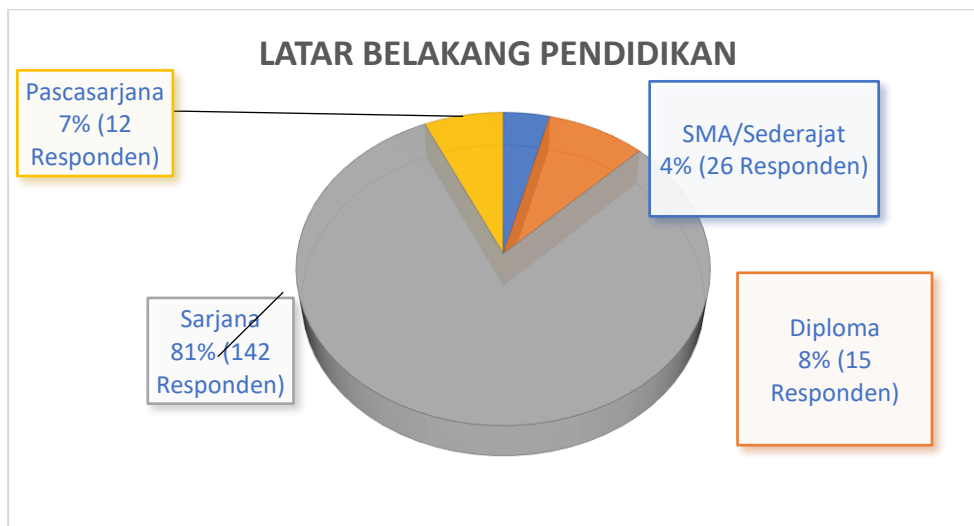


Figure 4. Characteristics of Respondents Based on Educational Background

### Characteristics of Respondents Based on Length of Work

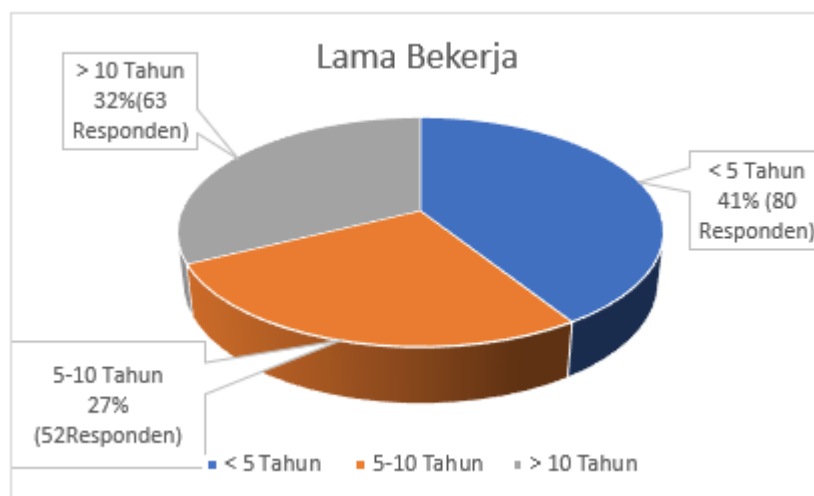


Figure 5. Characteristics of Respondents Based on Length of Work



## **Research result**

### **The Influence of Leadership Style on Employee Performance.**

The results of this research show that the first hypothesis in this research, namely Leadership Style, has been proven to have a significant positive effect on employee performance or it can be concluded that the research results support the first hypothesis of this research. The positive influence on this hypothesis shows that Leadership Style strengthens Employee Performance, meaning that as the value or level of Leadership Style increases, the value or level of Employee Performance increases, or conversely, as the value or level of Leadership Style decreases, the value or level of Employee Performance decreases. The better the leadership style of a company providing direction and direction to its employees, the more comfortable and safe it will be for employees, this can improve employee performance. Conversely, if the company does not have a leader with a good leadership style towards employees, it will make employees uncomfortable and reduce performance levels. employee.

The results of the research show that the leadership style provided by leaders at the Bandar Lampung City Public Works Department is generally in the good category, because the average answer from respondents regarding the Consultative, Participative, Delegative and Directive leadership styles states that the results tend to agree, meaning that employees' perceptions of The leadership style of the organization's leadership towards employees is quite good and this influences the performance they provide to the organization. Based on the questionnaire questions asked by the question "Leaders provide challenging work to their subordinates" has the highest score, namely 4.11, it can be concluded that the Leaders at the Bandar Lampung City Public Works Department believe in the abilities of their employees and dare to provide experience by providing work that is challenge.

The results of this research are supported by the results of research conducted by Leatemia (2022), Fahroby (2020), Halim (2020) and Sahrul (2018) which stated that leadership style has a significant positive effect on employee performance, which means that the better the company leaders with this leadership style. If someone is kind to employees, it will make employee performance better.

### **Motivation variables strengthen the influence of leadership style on employee performance**

From the data obtained in this research, it can be seen that the second hypothesis in this research, namely Motivation, has been proven to have no effect on Employee Performance. Does not influence Motivation as a moderating variable, meaning that Motivation does not strengthen or weaken the influence of the Leadership Style variable on Employee Performance.

The research results show that the leadership style provided by leaders at the Bandar Lampung City Public Works Department is neither strengthened nor weakened by motivational variables. The results of this research have the highest questionnaire score on the question "Every time I have difficulties, my colleagues want to help me" which means the work culture at the company is positive due to mutual motivation between employees to be able to provide the best results for the company.

The results of this research do not have the same results as previous research conducted by Handayani, et al (2019), Saputra and Wibowo (2017) and Leatemia (2022) that motivation has a strengthening influence between leadership style on employee performance.

## **5. CONCLUSION**

Based on the research results, the researcher concluded that there is a positive influence between leadership style on employee performance, for employees of the Bandar Lampung City Public Works Department, which means the results of this research support the first hypothesis proposed, namely: Leadership Style has a significant positive effect on Employee Performance. Having a positive influence in this case, it is known that leadership style improves employee performance at the Bandar Lampung City Public Works Department.

Motivation as a Moderation variable has been proven to neither strengthen nor weaken the influence of leadership style on employee performance, for employees of the Bandar Lampung City Public Works Department, which means the results of this research do not support the second hypothesis proposed, namely: the Motivation variable as a Moderation variable influences the influence of leadership style on performance. employee.

## **6. SUGGESTION**

The conclusions obtained in this research make the researcher want to provide suggestions for interested parties as follows:

1. In the leadership style variable, there is still a neutral opinion that leaders involve employees in making decisions. In handling this, companies should be more active in providing opportunities for employees to be involved in decision making, especially those involving employee interests.
2. It is known that the Motivation variable as a moderating variable has no influence on this research. It is hoped that further research can use other variables as moderating variables such as organizational culture.
3. For Further Researchers

It is hoped that future research will be able to use other variables to examine their influence on employee performance. In addition, it is hoped that they will be able to use other, broader research objects so that the research results can be varied and more tested.

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