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The Influence of Leadership Style and Work Motivation on Employee Performance

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ABSTRACT

This study aims to determine and analyze the effect of leadership style and work motivation on employee performance at the Regional Financial Management Agency, Sidenreng Rappang Regency. The analytical method used is Quantitative Analysis, namely data analysis in the form of numbers in the discussion, through statistical calculations based on the answers to the questionnaires from the respondents. The results of the calculation of the score or value are then used in statistical analysis carried out with the help of the SPSS program to prove the relationship and influence between research variables, using the following data test; Validity Test, Reliability Test, Classical Assumption Test and Regression Analysis; Y = a + b1 X1 + b2X2 Where :Y: Employee Performance, X1: Leadership style, X2: Work Motivation, a: Constants, b1b2: Regression Coefficient The results showed that: The results of hypothesis testing has proven that there is an influence between motivation and employee performance. Tests prove that motivation has a positive influence on employee performance. Judging from the calculations that have been done, the t-count coefficient is 1.902 with a significance level of 0.064. The significance level is greater than 0.05, which means that the hypothesis in this study rejects Ha and accepts Ho. The results of hypothesis testing have proven that there is an influence between leadership style and employee performance. Tests prove that leadership style has a positive influence on employee performance. Judging from the calculations that have been done, the coefficient value of t count is 2.538 with a significance level of 0.015. The yield significance level of 0.015 is smaller than 0.05, thus Ha is accepted and Ho is rejected. Motivation has the strongest influence on employee performance.

Keywords: *Employee, Leadership Style, Work Motivation*

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INTRODUCTION

The current development of Human Resource Management is driven by the progress of civilization, education, science, and demands for the competitiveness of the production of goods and services produced (Sung dkk., 2021). This development began with cooperation and division of labor between two or more people. Resource Management is very important to achieve organizational goals through management which is a tool to achieve these goals (Kalluri & LeBleu, 2020). Good management will facilitate the realization of corporate, employee and community goals. With usability management and usability management elements can be improved.

In achieving company goals, there are many elements that are important in fulfilling them, including the element of leadership or leaders (Blanco-Melo dkk., 2020). If the available resources are not managed properly, the planned goals will not be achieved, so that the role of a leader is very important in that he can use his authority and leadership to achieve a goal. Basically leadership is the style of a leader influencing his subordinates to want to work together and work effectively according to his orders (Zhao dkk., 2019), with the leadership style that is owned by this leader which will be used to be able to direct Human Resources so that they can use all their abilities to achieve good performance.

Apart from the leadership style that is aimed at a leader to provide direction to subordinates, another important thing that must be understood by a leader is that managing employees is a difficult and complex thing, because they have thoughts, feelings, status, desires and heterogeneous backgrounds that brought into the organization (Xue dkk., 2019). Employees cannot be regulated and controlled completely, such as managing machinery, capital or buildings (Wortham dkk., 2020). Employees are a very valuable asset owned by a company (Gielen dkk., 2019). Goals cannot be realized without the active role of employees even though the company's tools are so sophisticated (Wang dkk., 2019). Sophisticated tools owned by the company are of no use to the company, if the active role of employees is not included. So to be able to combine the interests of the company and the needs of employees, a leader must integrate these two things, one of which is by providing motivation.

With this motivation the leader can encourage or mobilize the potential of the subordinates, so that they want to work together productively and succeed and realize the goals that have been set, the company not only expects capable, capable and skilled employees, but most importantly they want to work hard and want to achieve good work results. Maximum (Yang dkk., 2019). Employee abilities and skills mean nothing to the company if they don't want to work hard. The sophistication of the equipment supported by skilled and qualified Human Resources will be able to provide great benefits for the company in accordance with the demands of changing circumstances (Xue dkk., 2019). The leadership style of a leader and the motivation given by the leader to his subordinates greatly affect the performance of subordinates, in this case employees. Good performance from subordinates can be obtained with a good

leadership style and motivation as well (Fegert dkk., 2020). Performance is the way that is obtained from these two things in completing one's task or work and an important thing in the company's efforts to achieve company goals.

RESEARCH METHODOLOGY

This research was conducted at the Office of the Regional Financial Management Agency in Sidenreng Rappang Regency, using quantitative data analysis methods (Martins dkk., 2019). To find the size of the sample in the study used the Slovin sampling formula. Data collection techniques with observation, interviews and questionnaires. Data is processed using SPSS.

RESULT AND DISCUSSION

Normality

Test The normality test aims to test whether in the regression model, the independent variables and dependent variables are normally distributed or not. The normality of the data in the study was seen by paying attention to the points on the Normal P-Plot of Regression Standardized Residual of the dependent variable (Shiva Kumar & Himabindu, 2019). The requirement of the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. If the data spreads far from the diagonal line and/or does not follow the diagonal line, then the regression model does not meet the normality assumption.

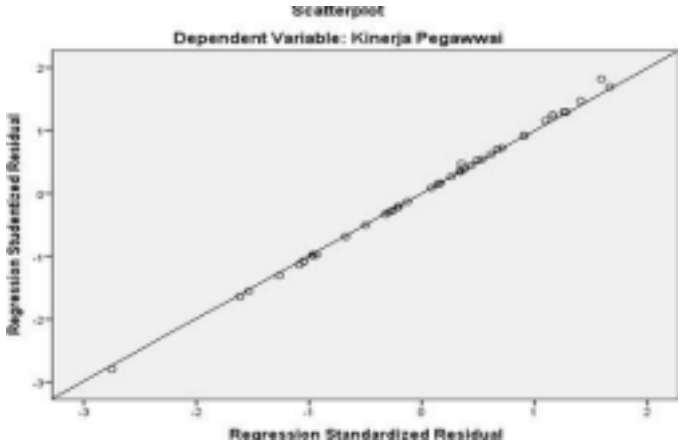

Figure 1. Normality Test Results

From the figure, it is found that all data are normally distributed, the distribution of data is around the diagonal line.

Analysis of Multiple Linear Regression Equations A

good regression equation model is one that meets the requirements of the classical assumptions, including that all data are normally distributed, the model must be free from multicollinearity symptoms and free from heteroscedasticity (Suparmi dkk., 2020). From the previous analysis it has been proven that the equation model proposed in this study meets the classical assumption requirements so that the equation model in this study is considered good (Cai dkk., 2019). Regression analysis is used to test the

hypothesis about the partial effect of the independent variables on the dependent variable. Based on the estimation of multiple regression with the SPSS 17 program.

Tabel 1. Hasil Estimasi Regresi

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,908	3,202		2,157	,037		
	Gaya Kepemimpinan	,414	,217	,277	1,902	,064	,772	1,295
	Motivasi Kerja	,377	,149	,370	2,538	,015	,772	1,295

a. Dependent Variable: Kinerja Pegawwai

Source: SPSS output attachment

Based on Table 1 it can be seen that the regression equation formed is:

Y = 6.908 + 0.414 X1 + 0.377 X2

Description:

Y = Employee performance

X1 = Leadership Style

X2 = Motivation

From this equation it can be explained that:

a. Variables of leadership style and motivation have positive direction coefficients on employee performance.
b. The leadership style coefficient gives a value of 0.414 which means that if the leadership style gets better assuming other variables are constant, employee performance will increase.
c. The motivation coefficient gives a value of 0.377 which means that if work motivation is higher assuming other variables are constant, employee performance will increase.

Hypothesis

Testing F test (simultaneous)

To test the effect of independent variables jointly tested using the F test. The results of simultaneous regression calculations are obtained as follows:

Table 2. Simultaneous Regression Analysis Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86,275	2	43,137	9,494	,000[b]
	Residual	190,837	42	4,544		
	Total	277,111	44			

Source: Processed primary data

Testing the effect of the independent variables together on the dependent variable is carried out using the F test (Cartenì dkk., 2020). The results of statistical calculations show the calculated F value = 9.494. By using a significance limit of 0.000, the significance value is less than 0.05. This means that the hypothesis which states that simultaneously the variables of leadership style and motivation have an influence on employee performance.

The t test (Partial Hypothesis Test)

The hypothesis in this study was tested for validity using a partial test.test is carried out by looking at the significance level (p-value) (Chen dkk., 2022), if the significance level resulting from the calculation is below 0.05 then the hypothesis is accepted, conversely if the calculated significance level is greater than 0.05 then the hypothesis is rejected

Table 3. Partial T Test Results

Independent Variable	t count	Sig. t
Leadership style (X1)	1,902	,064
Motivation (X2)	2,538	,015

Source: SPSS output attachment

Hypothesis 1 test (H1)

Formulation of the hypothesis:

Ho : βi = 0 there is no positive effect between leadership style and employee performance.

Ha: βi > 0 there is a positive influence between leadership style and employee performance.

From the table it can be seen that the results of testing the leadership style hypothesis show a t value of 1.902 with a significance level of 0.064 (Liu dkk., 2019). The significance level is greater than 0.05, which means that the hypothesis in this study rejects Ha and accepts Ho (Wong dkk., 2020). Thus it can mean that the H1 hypothesis "Leadership Style has no influence on Employee Performance" is rejected.

Test Hypothesis 2 (H2)

Formulation of the hypothesis:

Ho : βi = 0 there is no positive effect between work motivation and employee performance (Hjorth dkk., 2019). Ha: βi > 0 there is a positive influence between work motivation and employee performance. From the table it can be seen that the results of testing the motivation hypothesis show a t-value of 2.538 with a significance level of 0.015. The significance level of 0.015 is smaller than 0.05, which means that the hypothesis in this study accepts Ha and rejects Ho.

Thus it can mean that the H2 hypothesis "Motivation has a positive effect on employee performance" is accepted.

The Coefficient of Determination (R^2)

The coefficient of determination is a quantity that indicates the magnitude of the variation in the dependent variable that can be explained by the independent variable (Bayomie dkk., 2020). In other words, the coefficient of determination is used to measure how far the independent variables explain the dependent variable (Pant dkk., 2019). The value of the coefficient of determination is determined by the value of the adjusted R square as can be seen in Table 4.14:

Tabel 4. Coefficient of Determination

Model Summary[b]

R	R Square	Adjusted R Square	Std. Error of theEstimate
,558[a]	,311	,279	2,132

a. Predictors: (Constant), Work Motivation, Leadership Style

b. Dependent Variable: Employee Performance

Source: Processed primary data, 2014

The results of the regression calculation can be seen that the coefficient of determination (adjusted R2) obtained is 0.582 (Biswas dkk., 2019). This means that 58.2% of the variation in employee performance variables can be explained by the variables of leadership style and motivation, while the remaining 41.8% is explained by other variables not proposed in this study.

DISCUSSION

Based on the statistical test results it can be seen clearly that partially (individual) all independent variables affect the dependent variable (Zhu dkk., 2020). The influence of the three independent variables is positive, meaning that the higher the leadership style and motivation, the higher the employee performance will be (Xing dkk., 2019). These results are in accordance with the proposed hypothesis. The results of this study are also in accordance with the results of previous studies. An explanation of the effect of each variable is explained as follows:

The Effect of Leadership Style on Employee Performance The Results of hypothesis testing (H1) have proven that there is an influence between leadership style on employee performance. Through the results of the calculations that have been done, it is obtained that the t value is 1.902 with a significance level of 0.064. The significance level is greater than 0.05, thus Ho is accepted and Ha is rejected (Jones dkk., 2021). This test statistically proves that leadership style has no effect on employee performance (Syn dkk., 2021). This means that there is no influence between the leadership style variable on employee performance at the Regional Financial Management Board of Sidenreng Rappang Regency

CONCLUSION

From the primary data obtained from distributing the questionnaires, a reliability test is carried out to find out that the respondents' answers to statements are consistent from time to time. And validity testing is carried out to measure whether or not a questionnaire is valid. The results of the reliability and validity tests show that all statements in each variable are reliable and valid.

In the classic assumption test which includes multicollinearity test, heteroscedasticity test and normality test shows that in the regression model there is no correlation between independent variables and there is no heteroscedasticity and has a normal distribution. From the discussion that has been described, the following conclusions can be drawn:

1. The results of testing the hypothesis have proven that there is an influence between motivation and employee performance. Tests prove that motivation has a positive influence on employee performance. Judging from the calculations that have been done, the t-count coefficient is 1.902 with a significance level of 0.064. The significance level is greater than 0.05, which means that the hypothesis in this study rejects Ha and accepts Ho.
2. The results of hypothesis testing have proven that there is an influence between leadership style and employee performance. Tests prove that leadership style has a positive influence on employee performance. Judging from the calculations that have been done, the coefficient value of t count is 2.538 with a significance level of 0.015. The yield significance level of 0.015 is smaller than 0.05, thus Ha is accepted and Ho is rejected.
3. Motivation has the strongest influence on the performance of employees of the Regional Financial Management Board of Sidenreng Rappang Regency.

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