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The influence of leadership style on employee performance through work motivation at the secretariat of Simeulue Regency

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Abstract

This study examines the effect of leadership style on employee performance at the Regional Secretariat of Simeulue Regency through work motivation. This study used a quantitative approach, involving 85 respondents from various units in the Secretariat. Data were collected through questionnaires covering leadership style, work motivation, and employee performance. The data that has been collected is then analyzed using a regression test with the help of the SPSS statistical program. The results of the statistical analysis show that leadership style does not significantly influence employee performance ($t=1.600$, $sig=0.114$). However, leadership style positively and significantly influences work motivation ($t=4.879$, $sig=0.000$). Work motivation, in turn, has a positive and significant impact on employee performance ($t=2.609$, $sig=0.011$). Path analysis and the Sobel test support that work motivation mediates between leadership style and employee performance. These results make an important contribution to the practical and theoretical understanding of how leadership style can influence employee performance through the mediating variable of work motivation in the local government context. Practical recommendations include developing management strategies that emphasize developing management strategies that emphasize improving work motivation, taking into account the aspects of leadership style identified in this study. This research provides a basis for further discussion and corrective action to improve leadership effectiveness and organizational performance in the Regional Secretariat of Simeulue Regency.

Keywords: Leadership Style, Work Motivation, Employee Performance, Path Analysis, Local Government

1. Introduction

In the globalization era, government organizations face increasingly complex and dynamic demands. Government organizations exist as government administrators and as service providers to the community. The demand to provide the best service to society is crucial in facing global competition and the dynamics of rapid change. Government organizations are required to be efficient, transparent, and responsive to community needs. Optimal service includes not only administrative aspects but also quality and speed in responding to changes and community aspirations. To achieve these goals, organizational behavior is a key factor which is reflected in the behavior and attitudes of the individuals involved in it, both leaders and team members. Leaders have unique characteristics, methods, and leadership styles, reflecting characteristics that differentiate them from others. His lifestyle and leadership will influence overall organizational behavior (Rahman & Esterina, 2018).

The leadership style applied by the leader can influence employee performance. Employee performance refers to the achievement and work results obtained by employees in carrying out their duties and responsibilities in the work environment. Evaluation of employee performance can cover various aspects, such as productivity, work quality, initiative, teamwork, problem-solving abilities, and achievement of goals set by the organization. Employee performance is often a benchmark for individual success and their contribution to achieving overall organizational goals.

An effective leadership style can increase employee work motivation, which in turn can improve employee performance. Work motivation is an important factor that influences employee performance. Motivated employees will work more actively and enthusiastically, resulting in better performance. Work motivation is an important factor that influences employee performance. Motivated employees will work more actively and enthusiastically, resulting in better performance.

The Simeulue Regency Regional Secretariat is the administrative center of the Simeulue Regency Government, structurally led by a Regional Secretary who is under and responsible to the Regent. The organizational structure of the Regional Secretariat consists of the Regional Secretary, Expert Staff, Assistants, Heads of Divisions, Heads of Subdivisions and Functional Position Groups. The assistants consist of Assistant I for Government Affairs, Assistant II for Economics and Development, and Assistant III for General Administration.

Previous research by Saputra & Wibowo (2017) shows that discipline and motivation cannot directly and significantly mediate the relationship between leadership style and employee performance, leadership style has a direct and insignificant effect on employee performance and leadership style has a direct and significant effect on discipline, leadership style has a direct and significant influence on motivation, discipline has a direct and insignificant influence on employee performance and motivation has a direct and insignificant influence on employee performance.

Other research by Hasyim(2022) shows that the directive and supportive leadership styles positively and significantly affect employee performance at the Maros Regency Environmental Service. Meanwhile, the participative leadership style has a positive but not significant effect on employee performance at the Maros Regency Environmental Service. Meanwhile, the directive leadership style is the leadership style that has the most dominant influence on employee performance.

The novelty of this research comes from the research object, namely the Regional Secretariat of Simeulue Regency, which has never been studied before. This research can be a contribution to the literature on leadership, work motivation and employee performance. The research results can be used as a reference in developing a more contextual leadership theory, especially in the context of regional government agencies. In addition, findings regarding the relationship between work motivation as a mediator can contribute to theoretical understanding of the mechanism of influence of leadership style on performance through motivational factors. This research aims to examine the influence of leadership style on employee performance at the Simeulue Regency Regional Secretariat through work motivation. Based on the description of the background to the problem, the researcher has the following problem formulation:

- a) Is there an influence of leadership style on the performance of Simeulue Regency secretariat employees?
- b) Is there an influence of leadership style on employee performance through the work motivation of the Simeulue Regency Secretariat?

2. Method

This research will use a quantitative approach. A quantitative approach allows measurement and statistical analysis of numerical data to understand causal or associative relationships between research variables. In this context, the use of questionnaires or survey instruments can provide measurable data to examine the relationship between leadership style, work motivation and employee performance. By using a quantitative approach, this research can provide a deeper understanding of the extent to which leadership style influences work motivation, and the extent to which work motivation influences employee performance. In

addition, this approach can provide a broader and more general picture of the phenomenon being investigated.

In this quantitative research, data collection will be carried out through distributing questionnaires to respondents who are employees at the Simeulue Regency Regional Secretariat. The questionnaire will use a Likert scale to measure respondents' perceptions of leadership style, work motivation and performance. Data analysis will involve statistical methods such as regression to test the relationship between these variables. The research unit here is the individual, namely all employees at the Simeulue Regency Regional Secretariat, totaling 91 (ninety-one) respondents. Observations use Time Horizon (time coverage) which is one shot/cross section in nature, which means that the data or information obtained is the result of data collection carried out at a certain time, namely at the end of 2021 to the end of 2022.

This research is explanatory; that is, it aims to explain the cause-and-effect relationship between the variables studied. Thus, this research will help provide a deeper understanding of the influence of leadership style on work motivation and how work motivation can mediate the relationship between leadership style and employee performance at the Simeulue Regency Regional Secretariat. The data that has been collected is then analyzed using a regression test with the help of the SPSS statistical program.

3. Results and Discussion

Validity is a measure that shows a measuring instrument's reliability level. The score of each item must measure each item of the instrument selected by the sample with a total score using the *Pearson product moment formula*.

Table 1

Validity of the Leadership Style Variable (X)

Indicator	r_{count}	r_{table}	Information
X.1	0.508	0.213	Valid
X.2	0.533	0.213	Valid
X.3	0.566	0.213	Valid
X.4	0.535	0.213	Valid
X.5	0.566	0.213	Valid
X.6	0.622	0.213	Valid
X.7	0.670	0.213	Valid
X.8	0.547	0.213	Valid
X.9	0.633	0.213	Valid
X.10	0.629	0.213	Valid
Y.1	0.588	0.213	Valid
Y.2	0.520	0.213	Valid
Y.3	0.662	0.213	Valid
Y.4	0.545	0.213	Valid
Y.5	0.642	0.213	Valid
Y.6	0.656	0.213	Valid
Y.7	0.514	0.213	Valid
Y.8	0.578	0.213	Valid
Z.1	0.766	0.213	Valid
Z.2	0.854	0.213	Valid
Z.3	0.799	0.213	Valid
Z.4	0.813	0.213	Valid
Z.5	0.852	0.213	Valid

Source: Processed data, 2023

Based on the table above, it can be seen that the calculated r-value taken from the Pearson correlation value is greater than the r table, so all the items in this research instrument are said to be worthy of further testing.

A construct or variable is reliable if it provides a *Cronbach's alpha value* > 0.60 Nummally.

Table 2

Reliability

Variable	Cronbach's Alpha	Information
Leadership Style	0.773	Reliable
Work motivation	0.707	Reliable
Performance	0.875	Reliable

Source: Processed data, 20 2 3

From the table above it can be seen that *Cronbach's Alpha* is more than 0.60, so it can be concluded that all of these variables are reliable.

Classic assumption test

Multicollinearity Test

The multicollinearity test aims to test whether a correlation is found between the independent variables. A good regression model does not correlate with independent variables. If the tolerance value is > 10% and the VIF value is < 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model. The results of the multicollinearity test can be seen in the following table:

Table 3

Multicollinearity Test Results

1	Model	Collinearity Statistics	
		Tolerance	VIF
	Leadership Style	.777	1.287
	Work motivation	.777	1.287

Source: Processed primary data, 2023

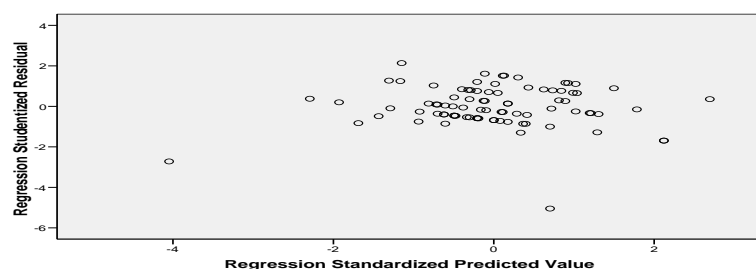
Based on Table 3 above, it can be seen that each variable from each equation has a *tolerance value* > 0.1 and a VIF value < 10. So it can be concluded that there is no multicollinearity between the independent variables in this regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in regression, there is an inequality of variance from the residuals of one observation to another observation. Heteroscedasticity shows the spread of independent variables. The random distribution indicates a good regression model. In other words, heteroscedasticity does not occur. To test heteroscedasticity, you can observe a *scatterplot graph* with a pattern of dots spread above and below the Y-axis.

Figure 1

Heteroscedasticity Test Results



In the *scatterplot graph* , it can be seen that the points are spread randomly and are spread both above and below zero on the Y-axis. This can be concluded that heteroscedasticity does not occur in this regression model.

Normality test

Based on the statistical theory of linear models, only the residual of the dependent variable Z must be tested for normality. In contrast, the independent variable is assumed not to be a distribution function, so it does not need to be tested for normality. The output results from normality testing with *Kolmogorov-Smirnov* are as follows.

Table 4

Kolmogorov-Smirnov Normality Test

		Ustandardized Residual
N		85
Normal parameters ^{a,b}	Mean	.000
	Std. Deviation	.44345485
Most Extreme Differences	Absolute	.111
	Positive	.044
	Negative	-.111
Kolmogorov-Smimov Z		1.021
Asymp. Sig. (2-tailed)		.248

Source: Processed primary data, 2023

From the table, the value of sig = 0.248 = 24.8 % > 5% is obtained, so H₀ is accepted. This means that *unstandardized* variables have a normal distribution.

Path Analysis

Path analysis is used to predict changes in the value of the dependent variable if the value of the independent variable increases or decreases in value. The path coefficient is a standardized regression coefficient. The path coefficient is calculated by creating two structural equations, namely the regression equation, which shows the relationship hypothesized by the research.

The two equations are as follows.

Sub structural 1 (χ to Y)

$$Y = \beta Y\chi + e_1$$

Sub structural 2 (χ, Y to Z)

$$Z = \beta ZX + \beta ZY + e_2$$

$$Z = \beta Z\chi + \beta ZY + e_2$$

For Substructural 1, based on analysis with the *SPSS 25 for Windows program*, the regression results are obtained in the following table :

Table 5

Regression Analysis Results

1	Model	Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
	(Constant)	2.454	.341		7.181	.000
	leadership style	.453	.091	.472	4.879	.000

Source: Processed primary data, 2023

Based on the equation above, it can be seen that the leadership style coefficient (χ) is 0.443 and has a positive sign, which means that if leadership style (χ) increases by 1 point, work motivation (Y) will increase by 0.443 points. The equation above illustrates that if the leadership style is more positive or better, it will increase work motivation. So it can be concluded that the better the leadership style, the higher the work motivation level, and vice versa. The SPSS output results show an unstandardized beta value for leadership style of 0.443 and a significance of 0.000, which means leadership style influences work motivation.

Table 6

Regression Analysis Results

1	Model	Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
	(Constant)	2.201	.510		4.311	.000
	Leadership style	.193	.121	.182	1.600	.114
	Work Motivation	.336	.129	.287	2.609	.011

Source: Processed primary data, 2023

The analysis results show that leadership style can directly influence performance and indirect influence, from leadership style to work motivation (as an intervening) and then to performance.

Coefficient of Determination

The coefficient of determination test, also known as R-squared (R^2), is a statistical method used in regression analysis to measure the extent to which variations in the dependent variable can be explained by the independent variables used in the model. The coefficient of determination measures the accuracy of the regression model in predicting the dependent variable based on the independent variables that have been entered.

Table 7

Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.616 ^a	.373	.353	.44883

Source: Processed primary data, 2023

From the *Adjusted R Square value* of 0.353 or 35.3 %, this figure shows that the leadership style (X) and work motivation (Y) variables contribute to performance (Z) by 35.3 %. Meanwhile, the remaining 64.7% was influenced by other causes that were not researched.

T-test

Hypo testing was carried out partially (t-test) by comparing the calculated t with the t table and the sig value $\alpha = 0.05$. Hypo Research is accepted if $t_{count} > t_{table}$ and sig value $< \alpha 0.05$. The t-test results can be seen in Tables 6 and 7 above. Based on the calculation results, the t table value is 1.9 89 with (df) = n-1 = 85 -1 of 84 and a significance level of 5% (0.05), then the following results are obtained:

- a) In research hypo testing 1 for the leadership style variable (X), the calculated t value was 4.879, the sig value was 0.000 based on these results $t_{\text{calculated}} > t_{\text{table}}$, and the sig value < 0.05 , and the direction of β was positive. This shows a positive and significant influence between leadership style and work motivation.
- b) In research hypo testing 2 for the leadership style variable (X), the calculated t value was 1.600, and the sig value was 0.114. Based on these results, $t_{\text{calculated}} < t_{\text{table}}$ and sig value > 0.05 . This shows no positive and significant influence between leadership style and performance.
- c) In the research hypothesis test 3 for the work motivation variable (Y), the calculated t value was 2.609, the sig value was 0.011 based on these results, $t_{\text{calculated}} > t_{\text{table}}$ and the sig value < 0.05 , and the direction of β was positive. This shows a positive and significant influence between work motivation and performance.
- d) In the research hypothesis test 4 for the leadership style variable (X), the calculated t value was 2.067, greater than the t table. This shows that the intervening coefficient is significant, meaning an intervening influence exists.

F-test

The F test is carried out to see the significance of the influence of independent variables simultaneously on the dependent variable or is often called the linearity test of the regression equation. To carry out the F test, you can see the ANOVA Table below

Table 8

F-Test Results

1	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.450	2	1.725	8.563	.000 ^a
	Residual	16.519	82	.201		
	Total	19.969	84			

Source: Primary data processed, 2023

In the Anova table, the calculated F value = 8.563 and sig = 0.000 < 0.05 , this means that the independent variables leadership style and work motivation simultaneously really have a significant effect on the dependent variable performance. So, in other words, the independent variables, leadership style and work motivation, are able to explain the magnitude of the dependent variable performance.

Discussion

Based on the results of statistical tests, it can be seen that the independent variable simultaneously influences the dependent variable. The influence given by the independent variable is positive, meaning that the higher the independent variable, the higher the dependent variable produced. These results are to the proposed research hypothesis. Based on the calculation results, the t table value is 1.989 with (df) = $n-1 = 85-1$ of 84 and a significance level of 5% (0.05). The explanation of the influence of each variable is explained as follows.

The Influence of Leadership Style on Work Motivation

Partial test results have proven that there is a significant influence between leadership style and work motivation. The results of the calculations that have been carried out show that the calculated t value is 4.879, which is greater than the t table ($4.879 > 1.989$) with a significance level of 0.000, which is smaller than 0.05. Thus, H_a is accepted, and H_o is rejected. This test statistically proves that leadership style significantly affects employee work motivation at the Simeulue Regency Regional Secretariat.

These results are by research conducted by Wahyuningsih et al. (2013), in this research, leadership style has a positive and significant effect on work motivation. Further research that

is by this research is research by Wahyuningsing et al (2013) , the results of this research explain that leadership has a positive and significant influence on work motivation. Other research that aligns with these results is research by Nurfitri & Lestari (2009) , with the results of the analysis that leadership has a positive and significant influence on work motivation.

This is also supported by Hasibuan (2019: 170) which explains that a good and effective leader will create a conducive and comfortable work environment for employees. Leadership that is appropriate to the situation and conditions will be able to make a good working atmosphere in the company to influence employee motivation levels positively.

If the leadership applied can precisely direct the organization's goals with the aspects/goals that individuals expect for their work and can create conducive working conditions or environments for employees, the higher the motivation employees feel. Employees will feel comfortable working without any pressure from their colleagues or management above them. Leadership is an essential factor influencing work behavior, such as employee motivation. Leadership directly influences motivation through accuracy in creating attractive work and work environments, delegating responsibilities, and implementing regulations well. The better the leadership is implemented, the better or higher the employees' work motivation.

The relationship between leadership style and work motivation is that it means the ability to motivate subordinates' competence, which is reflected, among other things, in their work motivation. Subordinates work because of two possibilities, namely because they are really called to do something or because they are required to do those tasks. Many factors influence human motivation at work, including that humans have a set of needs, from the most basic needs to the highest needs. One of the factors that influences a person's motivation in leadership attitudes is because basically subordinates at work are motivated by a set of needs as a force to produce encouragement or work enthusiasm.

Leadership means the ability to motivate subordinates to work. A person's work motivation cannot be separated from the role and ability of a leader as a motivator in determining appropriate leadership attitudes. The factors that form this motivation can be said to be very closely related to leadership attitudes which are the behavioral norms that a person uses when a person tries to influence the behavior of others. effectively.

Abraham Maslow has developed a concept of motivation theory known as the Hierarchy of Needs. In this concept, Abraham Maslow explained that humans are a kind of creature with all the shortcomings where all their needs can be arranged based on priority. These needs consist of five hierarchical types in the sense that humans will basically first try to fulfill first level needs, then second level needs and so on. Fulfillment of these needs is what gives rise to a person's motivation. A need that has been fulfilled is no longer a motivating element. By providing an exemplary leadership style as motivation to generate work enthusiasm which is a demand from a set of needs starting from basic needs, namely physiological needs, to the highest needs, namely the need for self-actualization (Manulang, 2018: 173) .

The Influence of Leadership Style on Performance

Partial test results have proven that there is no significant influence between leadership style on performance. Through the results of the calculations that have been carried out, it is obtained that the calculated t value is 1.600 which is smaller than the t table ($1.600 < 1.989$) with a significance level of 0.114 which is greater than 0.05, thus H_a is rejected and H_o is accepted. This test statistically proves that leadership style has no significant effect on employee performance at the Simeulue Regency Regional Secretariat.

These results are in accordance with previous research by Nugroho (2018) , with the analysis results namely that leadership style has no effect on performance. Whether a leadership style is good or bad will not cause changes in employee performance. Further research that

supports this is research by Mardiani & Sepdiana (2021) , the results of this research explain that leadership style has no effect on performance. Other research that is in line with these results is research by Saputri & Andayani (2018) , with the analysis results that leadership does not have a significant influence on performance.

The results of this research are not in line with the opinion expressed by Sunyoto (2018: 44) , "A person's leadership style will greatly influence whether or not human resource development is good or not in the future. A good leader must really understand the surrounding environment, including what is needed by employees, so that they can innovate to work harder."

The lack of influence of leadership style on employee performance can be understood considering that no matter how good leadership is, it will not be able to move the organization if the system built is unable to provide a foundation and even limits the leader's creativity. The absence of influence of leadership style on employee performance occurs because this research has limitations in characteristics, number and distribution of respondents and measurement of variables. Apart from that, the lack of influence of leadership style on performance occurs because the company has a clear system operating procedure (SOP) and a clear division of tasks and responsibilities, making the work system run well without strict supervision from the leadership.

The Effect of Work Motivation on Performance

Partial test results have proven that there is a significant influence between work motivation and performance. Through the results of the calculations that have been carried out, it is obtained that the calculated t value is 2.609 which is greater than the t table ($2.609 > 1.989$) with a significance level of 0.011 which is smaller than 0.05, thus H_a is accepted and H_o is rejected. This test statistically proves that work motivation has a significant effect on employee performance at the Simeulue Regency Regional Secretariat. These results are in accordance with previous research conducted by Setiawan (2015) , with the results of the analysis namely that work motivation has a positive and significant influence on performance.

The results of this research are also supported by Hasibuan (2018: 112) that the good and bad implementation of motivation carried out by the company has an influence on employee performance. According to Hasibuan (2018: 95) , motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Having good interaction between groups can cause high motivation. If motivation is high, employee performance will increase.

Work motivation will greatly influence performance. If an employee works in a company every day and has good work motivation, it will certainly have a positive impact on employee loyalty and productivity and of course the employee will also have good performance because work motivation itself has a positive impact on employee performance. Work motivation is a potential force that exists within a human being, which can influence a person's performance results positively or negatively. Here the role of motivation is very important in guiding and directing someone towards their work behavior.

The Influence of Leadership Style on Performance Through Work Motivation

Hypo test results This research provides in-depth insight into the complex relationship between leadership style variables, work motivation and employee performance at the Simeulue Regency Regional Secretariat. This test was carried out to understand whether leadership style has a direct impact on performance, or whether its influence is reflected through a mediator variable, namely work motivation. According to the t test results, leadership style does not show a significant direct influence on employee performance ($t=1.600$, $sig=0.114$). Therefore, statistically, it cannot be recognized that leadership style has a direct impact on performance.

In the context of the influence of leadership style on work motivation, the t test shows that leadership style has a significant impact on work motivation ($t=4.879$, $sig=0.000$). This

shows that leadership style has a positive influence on employee work motivation at the Regional Secretariat. The results of this partial test also prove that there is a significant influence between leadership style on performance through work motivation as an intervening variable. These results are in accordance with previous research by Saputro (2017) , with the results of the analysis namely that leadership style has a significant influence on performance through the work motivation that exists within employees.

On the other hand, regarding the influence of work motivation on performance, the t test results show that work motivation has a positive and significant influence on employee performance ($t=2.609$, $sig=0.011$). These results provide strong support that a high level of work motivation contributes to increased employee performance. The Sobel test results also show that overall the leadership style variable has a significant mediating effect on employee performance variables through work motivation variables. In other words, work motivation is a mediator between leadership style and employee performance.

Based on the presentation of the research results above, it is clear that the presence of leadership style on work performance and motivation is very important, this is because a leader's actions are the steering wheel for an organization and leadership style is a leader's technique in treating employees and motivation is a factor that cannot be taken lightly in a organization because even though a leader has a good way of implementing leadership, it is not balanced with motivation to work so it cannot run well.

It can be concluded that although leadership style does not have a significant direct influence on performance, the results show that through work motivation, leadership style can contribute to improving employee performance. These results provide important insights for management at the Simeulue Regional Secretariat to understand how leadership style can be focused on increasing work motivation and ultimately employee performance. With these findings, this research makes a significant contribution to understanding the dynamics of the interaction between leadership style, work motivation and employee performance. The implications can stimulate discussion and efforts to improve leadership effectiveness and organizational performance at the Simeulue Regency Regional Secretariat.

4. Conclusion

Leadership style has a positive and significant effect on work motivation at the Simeulue Regency Regional Secretariat. This explains that if a leader is able to apply an appropriate and appropriate leadership style, it will increase employee work motivation at the Simeulue Regency Regional Secretariat. Leadership style has no effect on employee performance at the Simeulue Regency Regional Secretariat. This explains that performance occurs because the company has a clear system operating procedure (SOP) and there is a clear division of tasks and responsibilities, making the work system run well without strict supervision from the leadership. So leadership style has no effect on employee performance. Work motivation has a positive and significant effect on employee performance at the Simeulue Regency Regional Secretariat. This explains that motivation can encourage employees to achieve maximum work performance so that this can influence employee performance.

Leadership style influences employee performance through work motivation at the Simeulue Regency Regional Secretariat. This explains that work motivation is able to mediate the influence of leadership style on performance. The right leadership style will be able to influence employees to want to carry out their duties voluntarily and high motivation will make employees more focused and attentive to efforts to achieve good performance results so that this can foster better performance from employees.

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