

THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT PT ABC

Fia Tartila Sidqa
Perbanas Institute

*Correspondence: fiatartilasidqa@gmail.com

Abstract – Human resource management is the process of managing employees from recruitment to termination, aiming to improve employee performance, which positively impacts business performance. Leadership style is the approach a leader takes to guide, motivate, and manage their employees to achieve organizational goals. Work motivation is the internal drive that influences the level of effort and enthusiasm of employees. This study aims to analyze the influence of leadership style on employee performance with work motivation as an intervening variable at PT ABC. The population of this study is the employees of PT ABC, with a sample size of 50 individuals. The research method used is descriptive quantitative analysis with a Likert scale. Data collection was conducted through questionnaires distributed to respondents who met the criteria: employees of the AML Division, permanent employees, employees with direct supervisors, and employees at the staff to manager levels. The collected data were processed using IBM SPSS Statistics to analyze the partial effects of leadership style on employee performance, the partial effects of leadership style on work motivation, the partial effects of work motivation on employee performance, and the effect of leadership style on employee performance through work motivation as an intervening variable.

Keywords: Leadership Style, Work Motivation, Employee Performance

I. INTRODUCTION

Human resources are an important element in sustainability something organization. Activity Organizations always involve human resources so there is diversity individuals within the organization that need to be aligned through the same (Fahroby, 2020)goal. The company is one form undertaking organization function management including planning, organizing and directing. In this case the company will look for potential quality human resources and develop them into figures who are rich in competence so that can support performance company in the future. A goal organization namely based on the methods and implementation carried out by the leader or top in order coordinate its members For carry out activities.

Leadership is an individual ability For influencing, motivating, and enabling other people to contribute to effectiveness and success organization. In leading something company, leader own style differentleadership. Leadership style is a norm of behavior used by someone when that person tries to influence other people's behavior as he sees (Thoha, 2010)it. Dessler in Ragita say that effective leadership will capable encourage motivation of organizational members so that productivity, loyalty and satisfaction subordinates or members of the organization increase. At first, many people had

opinions that leaders are born, but with development knowledge is known that formation effective leadership can studied.

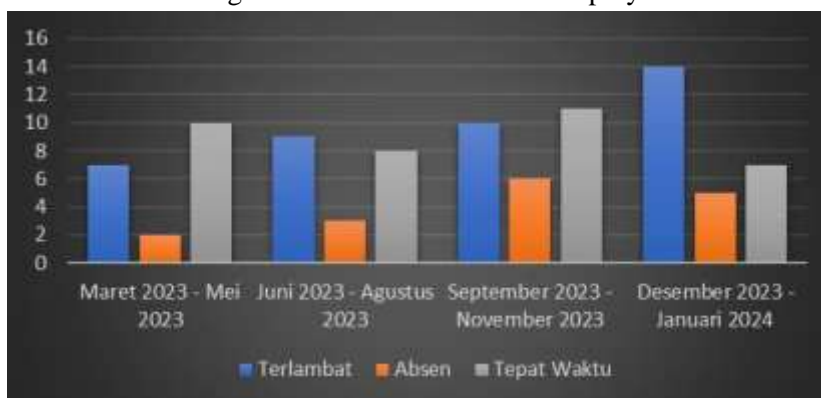
Employee performance refers to employee work performance measured based on predetermined standards or criteria company. Management to achieve performance very high level of employees especially to improve performance the company as a whole. Influencing factors performance employees are ability factors and motivation factors. With high motivation from leaders or subordinates definitely will bring impact high performance too. One employee 's performance dimensions For measure, evaluate in carrying out his duties and obligations to the organization where he is Work. Because it's reversed success leader Of course because of good support from his subordinates. The opposite is also success a subordinates are not spared from influence a leader

Leadership spirit in leading is Foundation main a Company for motivated Work maximum and capable compete with other companies, including PT ABC which is the research site. PT ABC was founded in 1991 and has been able to survive in the middle tight competition for services financial digital- based at this time. PT ABC operates in the field banking specifically service banking digital based. As for vision from PT ABC, namely " Giving breakthrough banking experience For serving the underserved and advancing life Indonesian society ". This means that good coordination is needed between leaders and subordinates in guarding communication and harmonization to achieve the vision from the company itself. It's here role leader required to increase work motivation and performance employee so that can maintain existence company. One of to increase work motivation and performance the employee with apply style leadership that suits its employees.

In early 2023, the *Anti Money Laundering* (AML) Division at PT ABC experienced replacement leaders who reduce employee work motivation in the AML Division because they are uncomfortable with the new leader is considered to have no sense of empathy so that causing a relationship between superiors and subordinates do not have good atmosphere, on the other hand there are no levels career and salary employees who do not experience Increases are also a factor dissatisfaction employee in the AML Division at PT ABC.

This condition continues influence on level satisfaction employees, this is reinforced with chart delays in early March 2023 – January 2024 experienced showing improvement that The work ethic of employees in the AML Division has also decreased, for example seen in Figure 1.

Picture Percentage Presence AML Division employee at PT ABC



Source: PT ABC AML Division (2023–2024)

Level of employee job satisfaction will be reflected in employees' feelings towards their work, which is manifested in the form of a positive attitude towards everything they encounter and the tasks given to them. Based on the data above, you can conclude that decreasing Employee job satisfaction is one low style leadership and decreased motivation.

Based on the description above, the author wants to conduct research and continue previous research with same topic, so researcher choose title " The Influence of Leadership Style on Employee Performance with Work Motivation as Intervening Variables at PT ABC."

Based on the description of the background and problem formulation described above, the objectives are determined research to be achieved from This research is for analyze :

- 1) Partial positive influence style leadership on performance employee at PT ABC
- 2) Partial positive influence style leadership on work motivation at PT ABC
- 3) Partial positive influence of work motivation on performance employee at PT ABC

II. LITERATURE REVIEW

Employee performance

Performance is a work result achieved by a person in carrying out assigned tasks to him which is based on skill, experience, sincerity as well as time (Hasibuan, 2009). According to Gomes (2009) defines Performance is performance which is the result of work produced by employees or behavior the actual displayed corresponds to his role in the organization. Meanwhile, according to Sedarmayanti (2011), performance is fulfill or carry out obligation something nazar, employee results, organizational processes, concretely proven, perfecting responsibility, can measured, can compared to with predetermined standards. Apart from that, Mangkunegara (2012) explains that Performance is the result of work in terms of quality and quantity achieved by a person employees in carrying out their duties in accordance with the responsibilities given to them. Furthermore Mangkunegara (2012) stated that performance employee can assessed from : 1) work quality ; 2) quantity of work; 3) responsibility ; 4) cooperation ; and 5) initiative.

Definition performance employees stated by Bambang Kusriyanto (1991:3) in Mangkunegara (2017:9) is " Comparison of results achieved with role as well as labor per unit time (usually per hour)". Faustinu Cardosa Gomes (1995:195) in Mangkunegara (2017:9) suggests definition of " performance employee as "expression such as output, efficiency as well effectiveness often connected with productivity". Furthermore definition performance employees according to Mangkunegara (2017:9) explained that "performance employee (work performance) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". From this definition it appears that performance employee is enhancement employee work achievement in unity period of time when carrying out the task or work assigned to him. So good performance is optimal performance, according to standards organization and support achieved objective organization.

Leadership Style

According to Thoah (2015) style leadership is a norm of behavior used by someone when that person tries to influence other people's behavior as he sees it. In this case business align perception among

people who will influence behavior with the person whose behavior will influenced to become a very important position. Apart from that, Priansa and Somad (2012) explained that style Leadership is a chosen attitude, movement, or appearance leaders in carrying out their leadership duties. The style worn by a person leader One with others it is different, depending on the situation and conditions his leadership. Leadership style is a norm of behavior that a person uses when that person tries to influence consistent behavior demonstrated by the leader and known the other party when the leader try influence the activities of others. According to Pasolong in Ariani (2015) style leadership can be measured through: 1) Decisions are made together; 2) Appreciate the potential of each subordinate; 3) Listen criticism, suggestions/ opinions from subordinates ; and 4) Collaborating with his subordinates.

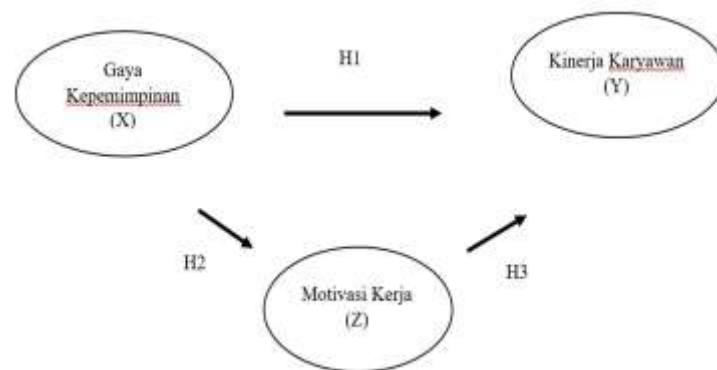
Every leader is one with other leaders of course own different traits, habits, character and personalities. According to Thoha (2005:302) states " style leadership is a norm of behavior used by someone when that person tries to influence other people's behavior." According to Nawawi (2003:202) " style Leadership is a chosen behavior or method used leaders in influencing thoughts, feelings, attitudes and behavior of members of the organization or their subordinates". Then according to Rivai (2009:42) " style leadership is a collection characteristics used leader For influence subordinates to target organization achieved ". Can concluded that Act sell every style leadership a leader will different. But meaning and purpose leaders are the same, namely growing desire or enthusiasm for work and productivity employees to achieve goals optimal organization according to shared expectations. According to Hasibuan (2016:172) divide style leadership as follows: 1) Leadership Authoritarian Leadership Authoritarian is power or authority, mostly absolute is in the leadership if the leadership adheres to it system centralization authority. Taking decisions and policies are only determined by the leader himself, subordinates are not included to 18 provide suggestions, ideas and considerations in the decision making process decision. 2) Leadership Participative Leadership Participative is when in leadership done with method persuasive, creating harmonious cooperation, growing loyalty, and participation of subordinates. Leader will encourage subordinates' abilities take decision. 3) Leadership Delegative Leader delegate authority to subordinate somewhat complete. With thereby subordinate can take decision and wisdom freely or freely in carrying out his job. Leaders don't care subordinate take decisions and doing his job, completely submitted to subordinates.

Work motivation

Luthan (2009) stated that motivation is a process that begins with deficiency physiological or psychological movement directed behavior or encouragement For goals or incentives. With Thus, the key to understanding the motivation process relies on understanding and interrelating needs, drives and incentives. Then Sutrisno (2009) also explained that motivation is something that creates enthusiasm or encouragement to work. Motivation is the driving force that creates enthusiasm for someone's work, so that they want to do it work together, work effective, and integrated with all its efforts to achieve satisfaction. Apart from that, Robin and Judge (2015) define motivation as an explanatory process about a person's strength, direction, and persistence in endeavor to achieve goals. Because motivation in general is related with effort towards every goal, we right narrow down focus becomes the goal organizations on work -related behavior. According to the two- factor theory developed by Hezberg, motivation is basically divided into two factors, namely intrinsic and extrinsic (Robbin and Judge, 2015). Where is the factor intrinsic connected with with Job satisfaction, temporary factor extrinsic linked with dissatisfaction. This means that the urge within a person to do something arises because There is factors intrinsic. Meanwhile related with fulfillment satisfaction self called factor extrinsic.

In life organizing, giving encouragement as form of work motivation subordinates are important to do to improve performance employee. Motivation is also stated as a hypothetical concept an activity that is influenced perception and behavior someone's behavior for change situations that are lacking or unsatisfactory (Sofyan, 2012: 8). Then Mangkunegara (2017:76) stated that “motivation is moving condition or energy self directed or directed employees to achieve goals organization company ”. According to Flippo in Hasibuan (2016: 143) "motivation is something expertise, in directing employees and organizations to be willing worked successfully, so employee desires and goals organization at a time achieved ". Meanwhile, according to Hasibuan (2016: 146) "motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effective, and integrated with all its efforts to achieve satisfaction ”. From this definition it appears that motivation is encouragement from within a person to do everything. Motivation means encouragement from within a person to trying to make changes for the better in order to achieve the expected goals.

Framework



Research Hypothesis

- H1: What is style leadership influential significant to performance employees at PT ABC? H2: Is it style leadership influential significant to work motivation at PT ABC?
- H3 : Does work motivation influence performance employees at PT ABC?
- H4: Is it style leadership influential significant to performance employee through the intervening variable work motivation at PT ABC?

III. METHODS

Research design

According to Sugiyono (2014) method study interpreted as method scientific For get data with goals and usage certain. Based on the variables studied, the type The research used in this research is research quantitative. The analytical tools used in this research are descriptive analysis and verification analysis with use *Path Analysis*. Analysis is carried out with use correlation, regression and path, so can is known to arrive at the variables the last dependent, must be skipped track directly, or through

intervening variable. According to Sugiyono (2014:70) intervening variables are variable between or mediating, which functions mediate relationship between variable independent with variable dependent.

Population and Sample

Population is the whole object study. Population can too interpreted the entire unit of analysis that will be investigated its characteristics. According to Sugiyono (2012) population is a generalization area consisting of objects and subjects that have qualities and characteristics certain conditions determined by the researcher For learnable and interesting Conclusion. The population in this study were employees at PT ABC. According to Arikunto (2019), the sample is part or representative of preachers tested population. From here We can conclude that A sample is a representative portion or proportion tested population. Amount samples studied as many as 50 respondents. There are two sampling techniques, namely nonprobability and probability sampling. In this research, purposive sampling was used terms as follows:

- 1) Employee in PT ABC's AML Division
- 2) Employees who own superior direct
- 3) Employee with a minimum level of staff and a maximum level of manager

Research Location and Time

This research was carried out during July 2024 at PT ABC located on Jl. Rasuna Said, Gama Tower, Kuningan, East Jakarta. This location was selected Because is a place for researchers Work so it's more possible to obtaining data or information related to the topic this discussion.

Research variable

According to Sugiyono (2014:58) " variable Research is basically anything that takes shape whatever is determined by the researcher For studied so that obtain information about this, then withdrawn conclusion ". Sugiyono (2014:59) explains the various types variable among them variable independent, variable dependent, and variable *intervening*. Variable so- called independent as independent variable. The independent variable is variables that influence or cause change or emergence variable dependent (bound). Whereas variable dependent is usually called with variable bound. Variable bound is variables that are influenced or that are the result because of the existence of independent variables. The intervening variable is variable between or mediating, which functions mediate the relationship between variable independent with variable dependent.

In this research, the independent variable is Leadership Style, meanwhile the independent (dependent) variable is Employee Performance (Y), and Work Motivation (Z) as an intervening variable.

Indicator Table Research variable

Variable	Variable Concept	Indicator	Scale
Leadership Style (X)	Something method leader For influence his subordinates to want to collaborate and work productively to achieve goals organization (Hasibuan, 2008:170).	• Desire to accept responsibility	Likert
		• Perception ability	
		• Communication skills	
		• Ability to determine priority	
		• Ability to behave objective	
Employee Performance (Y)	Performance is behavior real that everyone presents as the performance produced by	• Ability to prepare work plans	Likert
		• Ability to realize work plan	
		• Ability to implement command /	

Variable	Variable Concept	Indicator	Scale
	employees is in accordance with its role in the Company (Rivai, 2008:309)	instruction superior <ul style="list-style-type: none"> • Ability to provide service to the Community (ability in quality work includes accuracy, neatness, speed, and skills in carrying out tasks) • Desired work results 	
Motivation (Z)	Motivation is a series of influencing attitudes and values individual to achieve things specifically according to objective originating individual from within himself, not on impulse party other.	<ul style="list-style-type: none"> • Like challenges at work • Responsibility • Work performance 	Likert

Data Types and Sources

The types and sources of data that researchers use needed in this research are as follows:

- 1) Primary data is data obtained direct from related respondents with The research object is about style leadership, motivation, and performance employee.
- 2) Secondary data is information data in finished form that is owned by employees at PT ABC, such as employee data, history short company, vision and mission company, organizational structure and activities employee. Secondary data in this research only works as supporting information.

Method of collecting data

Data collection method is the way it is done researcher For get information about the data needed so that achieved objective study. In this research divide method data collection as follows:

1) Questionnaire (Questionnaire)

Questionnaire is technique data collection carried out with method give set question or statement written to respondents For he answered. Questionnaire is technique Efficient data collection if the researcher knows with certainty the variables to be used measured and know what to expect from respondents. These results are used For measuring " The Influence of Leadership Style on Employee Performance with Work Motivation as Intervening Variables".

As for analyze the results of the questionnaire used scale likert. According to Sugiyono (2014:132) the Likert scale is a scale psychometrics that can used For measure the attitudes, opinions and perceptions of a person or group of people about something general social symptoms or phenomena used in the questionnaire. Each answer is linked with form question or support the attitude expressed with words and given score as follows:

Table of Research Criteria and Scores for Measurement Answer with Using a Likert Scale

No.	Respondent's Answer	Code	Score
1.	Strongly agree	SS	4
2.	Agree	S	3
3.	Don't agree	T.S	2
4.	Strongly Disagree	STS	1

Source: Processed

Instrument research that uses Likert scale can made in the form of a checklist or multiple choice. This assessment consists of from statements that have a positive tone have the greatest trait, so to speak so on until the statement is sound negative that has mark Lowest. The largest value is 4 whereas mark smallest is 1.

2) Documentation

Documentation, that is provision activity or process documents with use accurate evidence based on recording various sources of information. The data required in this research was obtained with method take notes documents owned by the Kebon Agung Malang Sugar Factory, in question document is in it there is information about the organization covers amount employees, history company, organizational structure, and so on as secondary data For support study.

Data analysis

According to Sugiyono (2014:206) activities in "data analysis are grouping data based on variables and types respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, carrying out calculations For answer the problem formulation, and carry out calculations For test the hypothesis that has been proposed". So in that sense it explains that data analysis is a continuous process from In research, analyzing data is carried out when the researcher has collected related data with need research obtained of all respondents. In this research, the data analysis method used is:

1) Statistic analysis Descriptive

According to Sugiyono (2014:206) " statistical analysis descriptive are the statistics used For analyze the data that has been collected as is without intending to draw valid conclusions For general or generalization ". After the data is collected and processed, the data then proceeds distributed into tables and then discussed the data obtained descriptively. Descriptive analysis explain distribution frequency variable. In this case the size form giving numbers, percentages, frequencies and averages (mean) are outlined in the table.

2) Verification Analysis

a) Path Analysis

To test the hypothesis in this research, path analysis *was* used. Analysis is carried out with use correlation, regression and path, so can is known to arrive at the variables the last dependent, must be skipped track directly, or through variable intervening Sugiyono (2014:70). The intervening variable is variable between or mediating, which functions mediate relationship between variable independent with variable dependent.

b) T test

In this research, the t test was used. According to Morissan (2015:329) the t-test is compare

average value of each other for determine whether there is significance statistics.

Partial test formula (t test):

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information :

t = t calculate the next one consulted with t table

r = correlation Partial found

n = number sample

Basis for taking decision testing :

-If t count > significance $\alpha = 0.05$ then H₀ rejected

-If t < significance $\alpha = 0.05$ then H₀ is accepted

c) Coefficient Determination (R^2)

Used For know the percentage of independent variables together can be explain the dependent variable. Coefficient value determination is between zero and one. If the coefficient determination (R^2) = 1, meaning the independent variable provides all the information needed for predict variation of the dependent variable. If the coefficient determination (R^2) = 0, meaning the dependent variable is not capable explain variations in the dependent variable (Kuncoro, 2003:102).

d) Intervening or Mediation Effect Test

Intervening or mediation works mediate the relationship between variable independent with variable dependent. To test influence variable mediation is then used path analysis method (path analysis). Path analysis used for determine pattern of relationships between three or more variables and cannot used To use confirm or reject the casualty hypothesis imaginary. Path analysis used To use analyze pattern of relationships between variables. The purpose of using this model is to know influence directly or indirectly set independent variable (exogenous) to the variable bound (endogenous). Usually on this model is depicted with a single circle or arrow shape show as reason.

e) Test Research Instruments

1) Validity Test (Test of Validity)

Discrimination power used in validity testing of 0.5 so an item is valid if exceed $r_{xy} = >0.5$ so the item is considered valid, otherwise if obtained coefficient validity <0.5 then the items are invalid and considered fall (Azwar, 2009:103).

2) Reliability Test (Test of Reliability)

In this research, measurement use technique Croanbach Alpha. Measuring tool can said reliable if has more than 0.6.

IV RESULTS AND DISCUSSION

This chapter discusses the research results obtained as well as interpretation and analysis of the data that

has been collected. The results of this research are presented systematically and linked with the hypothesis that has been proposed. Data obtained show that there is enhancement significant in variable X after treatment Y is applied. This is visible from comparison of averages before and after treatment, with p value <0.05 indicates significance statistics.

Partial positive influence style leadership on performance employee at PT ABC

These findings are consistent with previous research conducted by (Adam, 2021) those who concluded that style leadership have influence on performance employee. This can interpreted that style leadership capable influence tall low performance employee. Better style leadership, the more effective it will be performance his employees. Vice versa, it gets lower style leadership, the lower the performance his employees.

Partial positive influence style leadership on work motivation at PT ABC

Based on research conducted by, (Adam, 2021) the results obtained were that style leadership own influence on work motivation. This can interpreted that style leadership style leadership influence tall low employee work motivation. Better style leadership, the more motivation there will be owned by employees. Vice versa, it gets lower style the lower the level of employee motivation.

Partial positive influence of work motivation on performance employee at PT ABC

Research conducted by (Fajrin, 2018) get the results that work motivation has an effect significant to performance employee. If work motivation is higher, performance will increase employees will also increase. (Fajrin, 2018) who quotes from Daft said that motivation can give rise to reflective behaviors performance high in the organization. So what Daft stated is proven with reality of the significant influence of work motivation on performance employee.

V. CONCLUSION

Results obtained from several studies showing that style leadership own significant positive influence on performance employee. In addition, work motivation plays a role as significant intervening variable, which means style Leadership doesn't just improve performance employees directly but also through increased work motivation. These findings confirm that application style Effective leadership is critical to improving performance employee at PT ABC. With So, focus on development capable leadership motivating employee can provide more optimal results in performance whole company.

REFERENCE

Bukit, P., Yamali, FR, & Ananda, R. (2019). *The Influence of Leadership Style on Employee Performance with Motivation and Work Discipline as Intervening Variables at the Public Works and Public Housing Department of Jambi Province*. Batanghari: Batanghari

University Master of Management Program.

- Fahroby, A. (2020). *The Influence of Leadership Style on Employee Performance at PT Rusindo Expertiza Inspeksiya Pekanbaru*. Pekanbaru: Riau Islamic University.
- Fajrin, IQ (2018). *The Influence of Leadership Style on Employee Performance with Work Motivation as an Intervening Variable*. Malang: Brawijaya University.
- Ragita, A. (2022). The Influence of Leadership Style on Performance with Work Motivation as an Intervening Variable at the Batanghari Regency DPRD Secretariat. *Journal of Applied Management and Finance Vol. 11 No. 03*.
- Sugiyono. (2014). *Educational Research Methods Quantitative, Qualitative and R&D Approaches*. Bandung: Alfabeta.
- Thoha, M. (2010). *Leadership in Management*. Jakarta: Rajawali Press.