


# The Influence Of Leadership Style And Work Motivation On Employee Performance In The Banten Regional Office Of The Ministry Of Law And Human Rights

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Article Info	ABSTRACT
<b>Keywords:</b> Leadership Style, Motivation, Employee Performance	This research aims to find out 1) To determine the magnitude of the influence of leadership style on employee performance at the Banten Regional Office of the Ministry of Law and Human Rights. 2) To determine the magnitude of the influence of work motivation on employee performance at the Banten Regional Office of the Ministry of Law and Human Rights. 3) To determine the magnitude of the influence of leadership style and work motivation together on employee performance at the Banten Regional Office of the Ministry of Law and Human Rights. The research method used is a quantitative method. The population in this study were employees of the Banten Regional Office of the Ministry of Law and Human Rights. The technique used was total sampling, the population was 97 people, and the sample size was 133 people. Testing in this research uses SPSS. The research results show that 1) there is a significant influence between Leadership Style on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights, with a determination of 16.1%. 2) There is no significant influence between Work Motivation on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights with a determination of 9.4%. 3) There is an influence of Leadership Style and Work Motivation on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights with a determination of 18.3%.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Emiel Amarulla Sekolah Tinggi Ilmu Administrasi <a href="mailto:imelmaru@gmail.com">imelmaru@gmail.com</a>

## INTRODUCTION

Human resources are an important factor in an organization or agency, the resources referred to in this case are employees. Employees are one of the most important elements in determining the success of an organization in accordance with the vision and mission to be achieved. According to Ajabar (2020) human resources are the main key for an organization in carrying out its goals.

Employees are one of the most important assets in a company. Employees have reason, feelings, desires, abilities and skills, as well as the drive to progress needed by the organization or company to achieve the expected goals. Of course, there is employee development carried out by the leadership so that employees can have good abilities and

are competent in their fields, so it is necessary to have leaders who have a leadership style that can bring and influence employees to obey and carry out their main duties and functions as employees..

Leadership style according to Hutahaean, (2021), is "a characteristic, habit, temperament, character and personality that is unique and distinctive of a leader that can distinguish him from other people, thus coloring his behavior and way of leading". Leadership carried out by the Head of the Regional Office The Banten Ministry of Law and Human Rights complies with applicable regulations so that employees feel comfortable when working, so that what is expected of employees will work better.

The Head of the Banten Regional Office of the Ministry of Law and Human Rights in providing work motivation to each employee in carrying out their work is directed towards efforts to achieve predetermined organizational goals. Therefore, with the abilities, skills and skills they have, employees must be able to demonstrate the quality of their work as well as possible. In carrying out their duties, employees are required to prioritize the interests of the organization and conversely the organization must also pay attention to the needs of its employees, namely the need for compensation which employees really need..

Motivation according to Stefan Invanko in (Yusuf, 2018) is a person's desire and energy which is directed towards achieving a goal. Motivation is the cause of action." So leaders must always provide motivation to employees to improve employee performance so that organizational goals can be achieved. According to Kusjono & Ratnasari, (2019) Performance is very important for the progress of an organization or company, the higher the employee's performance, the easier it will be for the organization to achieve organizational goals..

Based on data obtained by researchers regarding the performance assessment of employees at the Banten Regional Office of the Ministry of Law and Human Rights, each month there is a decline, this is indicated by the decline in the score for very good performance, namely 95-100 each month. This was caused by a change in leadership and the assessment given by the old leadership and the new leadership was different. Since the change of leadership, the assessment has decreased further. This is caused by leaders who do not understand their employees and the lack of attention from leaders causes employee performance to decline.

The leadership style phenomenon that occurred at the Banten Regional Office of the Ministry of Law and Human Rights based on initial observations found that the majority of employees or 60% of employees stated that the leadership did not foster cooperation with subordinates, this was because the leadership only gave tasks and was not directly involved in their implementation. As many as 67% of employees stated that the leadership did not provide guidance and training in decision making, this was because every decision had to come from the leadership and did not give employees the opportunity to provide ideas or suggestions..

The phenomenon of employee work motivation that occurred at the Banten Regional Office of the Ministry of Law and Human Rights, based on initial observations, can be seen that the majority of employees or 73% of employees stated that the leadership never gave

awards to outstanding employees either formally or informally. Meanwhile, 63% of employees stated that the current working environment does not support their work, this can be seen from the lack of cooperation between employees..

Based on the problems that occurred at the Banten Regional Office of the Ministry of Law and Human Rights, it was caused by employee performance which was still less than optimal. So there is a need to improve employee performance. Apart from this phenomenon, what is of interest to researchers is that there are still differences in the results of previous research regarding research variables which can be seen in the following table.

**Tabel 1.** Research Gap

No	Gap	Researcher	Results
1	There are still differences in research results between leadership styles and employee performance	Soetirto et al., (2023)	Leadership style has a significant effect on performance
		Larik & Lashari (2022)	
		Sufardin et al., (2022)	Leadership style does not have a significant effect on performance
		Sinurat et al., (2023)	
2	There are still differences in research results between work motivation and employee performance	Thang & Nghi (2022)	Work motivation has a significant effect on performance
		Pangastuti et al., (2020)	
		Kusumah & Rismawati (2022)	Work motivation does not have a significant effect on performance
		Safitiri et al., (2022)	

The decrease in the value of excellent performance, namely 95-100 per month, the high number of employee absences due to illness, permission or neglect each month, the leadership does not foster cooperation with subordinates. There is equal treatment between employees who are diligent and those who are not, thus giving rise to social jealousy and The majority of employees stated that the leadership never gave awards to outstanding employees either formally or informally, making researchers interested in conducting further research. So this research aims to determine the magnitude of the influence of leadership style and work motivation on employee performance at the Banten Regional Office of the Ministry of Law and Human Rights..

## Theoretical Review

### Leadership Style

Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Kumala and Agustina, 2018). Meanwhile, Hasibuan (2017: 170) says that leadership style is the way a

leader influences the behavior of his subordinates, so that they are willing to cooperate and work productively to achieve organizational goals.

According to Muyadi (2015), Leadership Style is a way in which a leader shows an attitude that is a particular characteristic to influence his employees in achieving organizational goals. It can be concluded that leadership style is a method used by a leader to influence his subordinates to achieve organizational goals, According to Rivai (2018), a leader in implementing his leadership must be able to carry it out maturely towards his agency or organization. Leadership is divided into five dimensions, namely:

1. Good cooperation and relationship skills
  - a. Fostering cooperation with subordinates
  - b. Establish good relationships with subordinates in carrying out tasks that are their respective responsibilities
2. Ability to be effective
  - a. Able to complete tasks beyond ability
  - b. Complete tasks on time
3. Participative leadership
  - a. Deliberative decision making
  - b. Able to research problems that occur at work
4. Ability to delegate tasks or time
  - a. Willing to bring personal and organizational interests to broader interests, namely the interests of the organization in using the remaining time for personal needs
  - b. Able to complete tasks according to targets
5. Ability to delegate tasks or authority
  - a. A leader's responsibility in completing which tasks must be handled alone and which must be handled in a group
  - b. Provide guidance and training in decision making.

### **Motivation**

Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor in a person's behavior (Sutrisno, 2017). Meanwhile, Hasibuan (2017) explains motivation as providing a driving force that creates enthusiasm for someone's work so that they want to work together. work effectively, and integrate with all his efforts to achieve satisfaction.

Irham Fahmi (2016) defines motivation as behavioral activities that work in an effort to fulfill desired needs. It can be concluded that motivation is a condition or situation which is intended to influence or encourage someone to do something or act with the aim of fulfilling life's needs as desired.

According to Sutrisno (2017) Factors that influence motivation can be differentiated into internal factors and external factors originating from employees.

1. Internal Factors
  - a. The desire to live
  - b. the desire to be able to have
  - c. the desire to gain recognition

- d. the desire to obtain awards
- 2. External factors
  - a. working environment conditions of the work environment
  - b. adequate compensation
  - c. there is a job guarantee.

### **Performance**

According to Sutrisno (2017) performance or work achievement is the work result that has been achieved by a person based on their work behavior in carrying out work activities. Meanwhile, Mangkunegara (2017) states that the term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him).

Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2016). It can be concluded that performance is a manifestation of the work that an employee has produced or carried out. These results are well recorded so that the level of achievement of performance that should be achieved and the things that occur can be evaluated properly.

According to Mangkunegara (2017), employee performance can be measured in several ways. This size reflects the size of the performance. The elements assessed are:

1. Quality of work  
Reflects predetermined standard quality, usually accompanied by accuracy, thoroughness and success.
2. Work quantity  
Reflects an increase in the volume or amount of an activity that results in extra work being completed. The quantity of work can be measured by adding the physical value of the results of previous work.
3. Work initiative  
Own work initiative often follows instructions, caution and diligence.
4. Work attitude  
Own work attitude from attitudes towards other employees, work and cooperation.

### **METHOD**

The type of research used is quantitative research with a correlational approach. Quantitative research methods are a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. The population in this study were 133 employees at the Banten Regional Office of the Ministry of Law and Human Rights. According to Suharsimin (2012: 130) if someone wants to research all the elements in the research area or population, then the research is population research or population study or census.

## RESULT AND CONCLUTION

### Respondent Characteristics

In this research the author collected data using a variable test instrument. Questionnaires were distributed to employees of the Banten Regional Office of the Ministry of Law and Human Rights. Determining the number of samples used total sampling, the number of respondents was 133 respondents. When filling out the questionnaire, respondents are asked to provide information regarding their identity to clarify the data obtained. The identity that is expected to be filled in completely, namely in the form of age and gender. For a clearer explanation regarding the identity of the respondent, it can be described as follows:

**Table 1.** Respondent Distribution

No	Gender	Frekuensi	Persentase
1	Man	77 Orang	57,89%
2	Women	56 Orang	42,11%
	Jumlah	133 Orang	100.00%
No	Age	Frekuensi	Persentase
1	< = 25 Old	2	1,5%
2	26 - 40 Old	98	73,69%
3	<= 41 Old	33	24,81%
	Jumlah	133	100.00%

### Normality Test

The Normality Test is intended to determine whether the residuals studied are normally distributed or not. To be more accurate in assessing whether the data is normally distributed or not, the Kolmogorov Smirnov test can be used.

**Table 3.** Normality Test With *Kolmogorov-Smirnov*

Information	Unstandardized Residual
Test Statistic	,054
Asymp. Sig. (2-tailed)	,200 <sup>c,d</sup>

### Linear Regression Test

Linear regression is based on the functional or causal relationship of the independent variable with the dependent variable.

**Table 4.** Regretion Linier Test Result

Variabel	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	22,010	3,090		7,124	,000
Leadership Style	,277	,074	,330	3,763	,000
Motivation	,152	,081	,165	1,886	,062

$$\hat{Y} = 22,010 + 0,277X_1 + 0,152X_2$$



1. Based on the regression equation above, the constant value of the employee performance variable is 22,010, this means that if the value of leadership style and work motivation is 0, then employee performance remains 22,010 units.
2. Based on the regression equation above, the gradient coefficient (b1) value of 0.277 means that leadership style has a positive impact on employee performance and if the leadership style variable increases by 1 unit and if work motivation is considered 0, it will have the effect of increasing employee performance by 0.277 unit.
3. Based on the regression equation above, the gradient coefficient (b2) value of 0.152 means that work motivation has a positive impact and if the work motivation variable increases by 1 unit and the leadership style value is considered 0, it will have the effect of increasing employee performance by 0.152 units..

#### Partial Test

1. Based on table 4, it can be seen that the tcount value is greater than ttable ( $3.763 > 1.97824$ ) with sig.  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a significant influence between Leadership Style on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights.
2. Based on table 4, it can be seen that the tcount value is smaller than ttable ( $1.886 < 1.97824$ ) with sig.  $0.062 < 0.05$  so  $H_0$  is accepted and  $H_2$  is rejected, meaning there is no significant influence between Work Motivation on Employee Performance at the Banten Regional Office of the Ministry of Law and Human Rights

#### Simultaneous Test

The results of the F test can be seen in the coefficients table in the sig (significance) column. If the probability of the F value or significance is  $< 0.05$  and if  $F_{count} > F_{table}$ , then it can be said that there is a joint influence between the independent variable on the dependent variable.

**Table 5.** F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	456,989	2	228,494	14,559	,000 <sup>b</sup>
Residual	2040,244	130	15,694		
Total	2497,233	132			

a. Dependent Variable: Employee Performance

Based on Table 5, it is known that the  $F_{count}$  value is 14.559 so that  $F_{count} > F_{table}$  ( $14.559 > 3.07$ ) and the sig value  $F < \alpha$  ( $0.00 < 0.05$ ). So it can be concluded that  $H_0$  is rejected and  $H_3$  is accepted, so that there is an influence of Leadership Style and Work Motivation on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights.

#### Determination Test

The multiple coefficient of determination test is used to find out how much the independent variable contributes to the dependent variable.

**Table 6.** Determination Test Result

R	R Square	Adjusted R Square
,428 <sup>a</sup>	,183	,170

Based on Table 6, it can be seen that employee performance is explained by the Leadership Style and Work Motivation variables at 18.3%, while the remaining 81.7% is explained by other variables not included in this research.

## Discussion

### Effect of Leadership Style On Employee Performance

Based on the regression equation, leadership style has a positive impact with a gradient coefficient value (b1) of 0.277, and the results of the partial t test show that the t value is greater than t table ( $3.763 > 1.97824$ ) with sig.  $0.000 < 0.05$  so that H0 is rejected and H1 is accepted, meaning that there is a significant influence between leadership style on employee performance at the Banten Regional Office of the Ministry of Law and Human Rights

Based on the results of correlation testing where the correlation value (r) of leadership style is 0.401, it can be concluded that leadership style and employee performance have a unidirectional relationship and are on a scale of 0.400-0.599. It can be said that the relationship between leadership and employee performance is moderate with the resulting influence being 16.1%.

The research results are in line with research conducted by Padauleng, (2019) and Bianca (2017) that H0 is rejected and Ha is accepted so that leadership style has a positive and significant effect on employee performance. This can be said according to Robbins (2016) who states that leadership is the ability to influence a group towards achieving targets. The employee's ability to achieve the organization's goals and objectives is a reflection of the employee's performance. So it can be concluded that leadership style has a big role in improving employee performance.

### Effect of Motivation On Employee Performance

Based on the regression equation, work motivation has a positive impact with a gradient coefficient (b2) value of 0.152, and the results of the partial t test show that the tcount value is smaller than ttable ( $1.886 < 1.97824$ ) with sig.  $0.062 < 0.05$  so H0 is accepted and H2 is rejected, meaning there is no significant influence between Work Motivation on Employee Performance at the Banten Regional Office of the Ministry of Law and Human Rights.

Based on the results of correlation testing where the correlation value (r) for work motivation is 0.307, it can be concluded that work motivation and employee performance have a unidirectional relationship and are on a scale of 0.200-0.399. It can be said that the relationship between work motivation and employee performance is low with the resulting influence being 9.4%.

The research results are in line with research conducted by Kusumah & Rismawati (2022) and Safitiri et al., (2022) that H0 is accepted and Ha is rejected so that there is no significant influence between work motivation and performance. This can be said according



to Pragiwani et al., (2021) who stated that providing motivation to employees so that employees can increase creativity and the quality of their work, however, this is not enough to encourage them, because basically employees only work according to what is ordered by superiors. Most employees work only thinking about targets to get bonuses outside of salary, and after they reach the target, most of them feel satisfied that's all, and they finish their work so they don't lose their jobs..

### **Effect of Leadership Style and Motivation On Employee Performance**

Based on the results of the F test, it was found that the Fcount value was greater than Ftable ( $14.559 > 3.07$ ) and the F sig value  $< \alpha$  ( $0.00 < 0.05$ ). So it can be concluded that  $H_0$  is rejected and  $H_3$  is accepted, so that there is an influence of Leadership Style and Work Motivation together on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights.

Based on the results of correlation testing where the correlation value ( $r$ ) of leadership style and work motivation is 0.428, it can be concluded that leadership style and work motivation on employee performance have a unidirectional relationship and are on a scale of 0.200-0.399, it can be said that the relationship between leadership style and work motivation on employee performance classified as moderate with the resulting influence amounting to 18.3%.

The research results are in line with research conducted by Nurjaya et al., (2020) and Adriyanti et al., (2023) that  $H_0$  is accepted and  $H_a$  is rejected so that there is a significant influence between leadership style and work motivation on performance. This can be said according to Rivai (2017), who stated that leadership is a process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. Meanwhile, work motivation is an impulse from within a person that moves him to carry out productive activities to produce something that is useful for himself or others. The existence of work motivation turns out to have a big influence on a person's success.

## **CONCLUSION**

Based on the results of the analysis and discussion of this research, it can be concluded that based on the results of testing the first hypothesis ( $H_1$ ) there is a significant influence between leadership style on employee performance in the Banten Regional Office of the Ministry of Law and Human Rights, the magnitude of the resulting influence is 16, 1%. Based on the test results on the second hypothesis ( $H_2$ ), there is no significant influence between Work Motivation on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights, the magnitude of the resulting influence is 9.4%. Based on the test results on the third hypothesis ( $H_3$ ), there is an influence of Leadership Style and Work Motivation together on Employee Performance in the Banten Regional Office of the Ministry of Law and Human Rights, the resulting influence is 18.3%. Based on the lowest respondent's response regarding leadership style, namely that the leader is able to complete tasks beyond his abilities effectively, in this case the Banten Ministry of Law and Human Rights hopes that the leader can set a good example to employees, so that this becomes a

motivation for employees to be able to work well. maximum and effective. Based on the lowest respondent's response regarding work motivation, namely the desire to have something meaningful, in this case the leadership of the Ministry of Law and Human Rights of Banten is expected to provide encouragement to employees to be able to bring out their maximum abilities at work, so that every program planning can run effectively. and in accordance with the work program and this can have a positive effect on employees by getting awards. For further research, it is recommended to add other variables besides leadership style and work motivation, this is because it is still possible that other independent variables may have a relationship with employee performance.

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