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Journal of Management, Business and Social Science	Pages 114-202	Bandar Lampung, September 1, 2023
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Published by: Management Study Program Graduate School Universitas Bandar Lampung

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The Influence of Leadership and Motivation on the Performance of Employees of The South Lampung Regency Transportation Office

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ABSTRACT

The research to be carried out is a type of explanatory research that aims to test a theory or hypothesis in order to strengthen or even reject the theory or hypothesis of existing research results. This study used 42 research respondents. There are a total of three variables in this study, including: 1 (one) independent variable; 2 (two) independent variables, which is leadership and motivation; and 1 (one) dependent variable, which is performance. From the results of data processing, the answer to the hypothesis has been successfully found, namely as follows: there is an influence of leadership (X1) on employee performance (Y) with an influence level (R-square) of 24.1% which means that leadership (X1) has an influence of 24.1% on employee performance (Y). There is an effect of motivation (X2) on employee performance (Y) with a level (R-square) of 31%, which means that motivation has an effect of 31% on employee performance. There is an influence of Leadership (X1) and motivation (X2) on employee performance (Y) with a level (R-square) of (23.3%) which means that leadership and motivation have an influence of 23.3% on employee performance.

Keywords: *Leadership, Motivation, Performance*

Introduction

Human resources are one of the most important assets for organizations and one of the elements that determine the success of an organization, especially in the face of increasing competition and challenges, such as globalization, technological change, and attention to quality. In human resources, leadership style is the one that determines the good or bad performance (Guest, 2016). Leadership is described as a process of a person's activities to move others by leading, guiding, influencing others, to do something so that the expected results are achieved" (Abasilim, 2019). To achieve these goals, organizational leaders must be able to create conditions that can encourage and enable employees to develop themselves and improve their abilities and leadership optimally, and with these conditions especially employees can be motivated to complete their tasks well and quickly (Barusman and Mihdar, 2014). Besides of leadership, motivation also plays an important role in determining employee performance because leadership can cause, channel, and support for employee performance so that they want to work hard and enthusiastically to achieve maximum work results (Warganegara, 2016). Therefore, a leader should be a mirror for his employees to direct the motivation of organizational progress so that the organization is able to run optimally. (Araffat *et al.*, 2020). Motivation is a condition that is able to move employees to achieve the desired goals because the weakness of employees in working is inseparable from the style and attitude of the leader who has a central role in organizational life (Fonseca and Costa, 2020).

The main task of the Transportation Agency as stated in the Regional Regulation of South Lampung Regency Number 7 of 2016 is to assist the Regent in carrying out government affairs in the field of transportation and assistance tasks assigned to the region as well as other tasks in accordance with policies set by the Regent based on applicable laws and regulations. While the functions of the Transportation Agency include:

- a. formulation of technical policies in the field of transportation;
- b. implementation of government affairs and public services in the field of transportation;
- c. guidance and implementation of tasks in the field of transportation;
- d. administrative services; and
- e. implementation of other tasks assigned by the Regent in accordance with the duties and functions of the Transportation Agency.

By looking to the very complex tasks that must be carried out, the South Lampung Regency Transportation Office must continue to develop its human resources in order to achieve optimal work targets and also place its apparatus in accordance with their competencies.

Based on the author's observations in the field and based on existing facts, it is suspected that the performance of employees of the South Lampung Regency Transportation Office has decreased as seen from the regional apparatus work unit performance report in the form of targets and realization of expenditures of the South Lampung Regency Transportation Office for the 2021 fiscal year as follows:

Table 1. Realization of Budget Expenditure of Transportation Agency South Lampung Regency

No.	Group and Budget Type	Budget (IDR)	Realization (IDR)	%
I.	Indirect Employee Spending			
	- Employee spending, Salary and Benefits	3,204,259	3,067,235,974	95,72
II.	Direct Spending:			
	- Employee Spending	784,407,000	734,813,000	93,68
	- spending on item and services	1,870,086,050	1,707,269.731	91,29
	- Modal Spending	1,292,957,950	1,091,201,000	84,40
	T o t a l	7,151,710,100	6,600,519,705	92,29

Source: Documents in Sub Division of Finance, 2022

Based on the data in table 1 above, the achievement of the target and realization of the budget in 2021 was only achieved by 92.29%, this is quite good but needs to be further optimized through the role of the leadership in motivating employees so that in the future it can run better and optimally.

In addition, it can be seen from the level of absenteeism of employees of the South Lampung Regency Transportation Office which fluctuates or experiences ups and downs which illustrates the inconsistency of employees towards their work. Based on the table below, it can be seen that the increase in employee absenteeism from January to June, namely the absenteeism of employees of the South Lampung Regency Transportation Office was highest in February 2022 at 12.82% while the lowest level of absenteeism was in June 2022, which was 7.85%, this is good enough but still needs to be optimized again through motivation from the leadership to be more responsible for work through employee attendance within the South Lampung Regency Transportation Office, Attendance recap data can be seen in table 2 below:

Table 2. Recap of Attendance of Transportation Agency Employees South Lampung Regency January to June 2022

No.	Month	Attendance Rate (%)	the expected attendance rate (%)	Not Present (%)	description
1.	January	88,20 %	100 %	11,8 %	
2.	February	87,18 %	100 %	12,82 %	
3.	March	90,16 %	100 %	9,84 %	
4.	April	87,25 %	100 %	12,75 %	
5.	May	91,65 %	100 %	8,35 %	
6.	June	92,15 %	100 %	7,85 %	

Source: Documents in Sub Division of Finance, 2022

If this happens continuously, it is certainly a serious problem and could affect the performance of these employees. Therefore, communication between employees and leaders is very important in completing employee tasks. Leaders must be able to motivate employees to carry out their duties and obligations as well as possible. To be able to motivate employees, a leader cannot be separated from his attitude and behavior towards employees, because the leader is the one who determines the dynamics, is responsible for providing a harmonious and pleasant working atmosphere, and provides guidance and direction to employees in achieving goals.

Literatur Rivew

a. Employee Performance

Employee performance can be interpreted as the ability of employees to achieve their goals by achieving the goals set by the organization. Employee performance can be measured by goal attainment, work quality, productivity, initiative, attendance, collaboration, and overall job quality (Doni *et al.*, 2021).

Employee performance is important because it makes a difference from person to person and from job to job. Each company has different performance metrics to achieve their desired needs (Nguyen *et al.*, 2020).

b. Leadership

Leadership in an organization is a person's ability to manage, direct and influence others to achieve predetermined goals. a leader is able to be responsible for developing strategies, motivating employees, making decisions and creating a productive work environment (Asbari *et al.*, 2019).

Leadership is not just for a few, and leadership skills can be honed through training, experience, and reflection. Even effective leadership styles can change, and leaders must be able to adapt to change (Fonseca and Costa, 2020).

c. Motivation

Each employee has different drives and needs. Therefore, it is important for leaders and managers to take an individualistic approach and adapt to employees' preferences and needs to maintain high motivation (Jalagat, 2016).

Employee motivation is a factor or drive that influences employees to work optimally, contribute actively, and achieve the goals set by the organization. High employee motivation is critical to the success of the company,

as motivated employees tend to be more energized, productive, and dedicated in carrying out their duties (Sharma and Taneja, 2018).

d. Framework

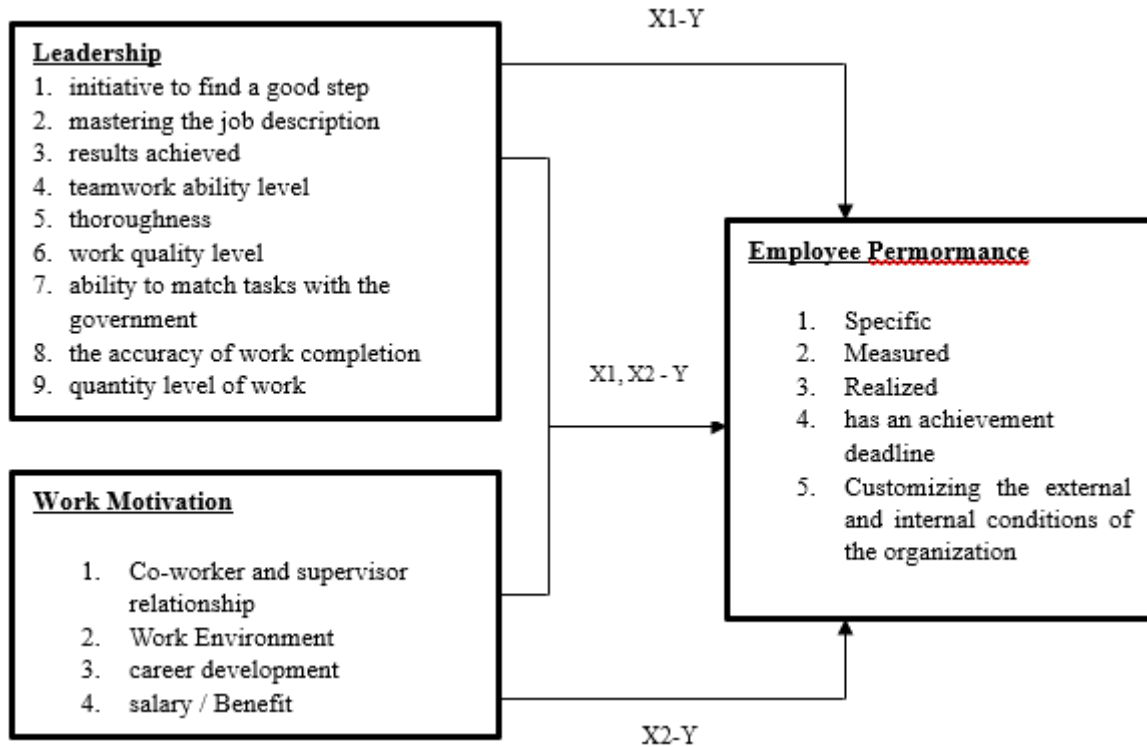


Figure 1. Framework for the Influence of Leadership and Motivation on Employee Performance.

Methodology

In this study, what was conducted was exploratory research, namely research that tries to explain the effect of one variable on other variables with quantitative and qualitative research approaches (Osborne, 2011). The data collection method in this study uses primary data obtained by questionnaires from employee respondents of the South Lampung Regency Transportation Office and secondary data obtained through documentary studies, namely collecting and studying the Government Agency Performance Accountability Report (LAKIP) of the South Lampung Regency Transportation Office. Testing and Analysis using Hypothesis Test, Multiple Linear Regression Analysis. The method used to determine the sample is to use Surakhmad's formulation, then the determination of the number of samples can be formulated as follows:

$$S = 15\% + \frac{1000 - n}{1000 - 100} \cdot (50\% - 15\%)$$

Notes:

S = Number of Samples

n = Number of population members

Table 4. Research Sample Determination

No	Divison	Population	Sample
1	Secretariat	17	$(17/105) \times 42 = 7$
2	Traffic Divison	52	$(52/105) \times 42 = 21$
3	Transportaion Division	14	$(14/105) \times 42 = 5$
4	Safety facilities and infrastructure Division	22	$(22/105) \times 42 = 9$
Total		105	42

Source: Primary data processed, 2022

Results and Discussion**a. Descriptive Analysis**

a) Respondents' Statements on Leadership (X1)

The results of research on leadership variables have 6 indicators, namely,

1. Initiative to find the best steps
2. Mastering Job Description
3. Results Achieved
4. Teamwork Ability Level
5. Thoroughness
6. Level of Task Compliance with Orders

Table 5. Percentage of Research Results Based on Leadership Indicators

No	Indicators	Achievement score	Max Score	%	Category
1	Initiative to find a good step	264	420	62,85 %	Moderate
2	mastering the job description	298	420	70,95 %	Good
3	Results Achieved	309	420	73,57 %	Good
4	Level of Teamwork Ability	268	420	63,80 %	Moderate
5	Thoroughness	281	420	66,90 %	Moderate
6	Level of Task Compliance with Orders	295	420	70,23 %	Good
Total		1715	2520	68,05 %	good

Source: Primary data processed, 2022

Of the 6 indicators on the Leadership variable, all indicators are in the "Good" category.

b) Respondents' Statements on Motivation (X2)

The results of research on the Motivation variable have 4 indicators, namely:

1. Relationship with coworkers and superiors
2. Work Environment
3. Opportunities to Improve Knowledge and Skills
4. Provision of Benefits

Table 6. Percentage of Research Results Based on Motivation Indicators

No	Indicators	Achievement score	Max Score	%	Category
1	Relationship with coworkers and superiors	460	630	73,01 %	Good
2	Work Environment	477	630	75,71 %	Good
3	Opportunities to Improve Knowledge and Skills	458	630	72,69 %	Good
4	Provision of Benefits	433	630	68,73 %	Good
Total		1828	2520	72,53 %	Good

Source: Primary data processed, 2022

Based on the table above, it can be explained that of the 4 Motivation Indicators according to the respondents, all show the "Good" category.

c) Respondents' Statements on Performance (Y)

The results of research on performance variables have 5 indicators, namely,

1. Specific,
2. Measurable,
3. Realistic,
4. Have a time limit,
5. Adjust the internal and external conditions of the organization.

Table 7. Percentage of Research Results Based on Performance Indicators

No	Indicators	Achievement Score	Max Score	%	Category
1	Specific	310	420	73,80 %	High
2	Measurabel	456	630	72,38 %	High
3	Realistic	456	630	72,38 %	High
4	Have A time Limit	290	420	69,04 %	High
5	Adjust the internal and eksternal conditions of the organizations	291	420	69,28 %	High

Total	1803	2142	71,37 %	High
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Source: Primary data processed, 2022

Based on Table 7, it can be explained that of the 5 performance indicators, all are in the "High" category.

b. Multiple Linear Regression

To predict how far the change in the value of the dependent variable on the value of the independent variable, the multiple linear regression equation is obtained as in the following table:

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.434	8.438		5.147	.000
	Leadership	.092	.122	.120	.755	.455
	Motivation	-.098	.159	-.097	-.614	.543

a. Dependent Variable: Performance

Source: Primary data processed, 2022

From the coefficient value table data above, the regression equation formed between the Incentive (X_1) and Leadership Supervision (X_2) variables on Performance (Y) at the South Lampung Regency Transportation Office is $Y = 43.43 + 0.92X_1 - 0.098 X_2$ which can be explained as follows:

1. That every one unit increase in the Leadership variable, the performance variable will increase by 0.092 points, assuming other variables do not change.
2. That every one unit increase in the Motivation variable, the performance variable will also decrease by 0.098 points, assuming other variables do not change.

Based on the information above, it can be concluded that the regression coefficient value $X_1 = 0.092$ is greater than the regression coefficient $X_2 = -0.098$. This shows that the contribution of the leadership variable is higher or more dominant than in influencing the performance of employees of the South Lampung Regency Transportation Office.

c. Correlation Coefficient and Determination Coefficient

To determine the relationship between the variables partially, the Product Moment correlation statistical analysis is used, as in the following table 9 below:

Table 9. Determination Coefficient

Model		Leadership (X1)	Motivation (X2)	Performance (Y)
Leadership (X1)	Pearson Correlation	1	.033	.116
	Sig. (2-tailed)		.835	.463
	N	42	42	42

Motivation (X ₂)	Pearson Correlation	.033	1	-.093
	Sig. (2-tailed)	.835		.557
	N	42	42	42
Performance (Y)	Pearson Correlation	.116	-.093	1
	Sig. (2-tailed)	.463	.557	
	N	42	42	42

Source: Data Processed, 2022

Based on table 9 above, the correlation coefficient between Leadership and Performance is positive at 0.463.

Based on the guidelines in providing an interpretation of the correlation coefficient, this value is in the coefficient interval of 0.40 - 0.599 where the level of relationship between the two variables is in the "Strong Enough" category.

From the correlation coefficient value, the Coefficient of Determination (KD) = $(R^2) = 0.4632 = 0.214 \times 100\% = 21.4\%$. It can be concluded that the Leadership variable (X₁) can explain the Performance variable (Y) by 21.4% while the rest is explained by other factors.

Furthermore, the correlation coefficient between Motivation and Performance is positive 0.557. Based on the guidelines in providing an interpretation of the correlation coefficient, this value is in the coefficient interval 0.40-0.599 where the level of relationship between the two variables is in the "Strong Enough" category.

From the correlation coefficient value, the Coefficient of Determination (KD) = $(R^2) = 0.5572 = 0.310 \times 100\% = 31\%$. It can be concluded that the Motivation variable (X₂) can explain the Performance variable (Y) by 31% while the rest is explained by other factors.

To find out the magnitude of the correlation of the three variables together can be seen in the following table:

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.023	-.027	5.388

a. Predictors: (Constant), Motivation, Leadership

Source: Data Processed, 2022

Based on table 10 above, the joint correlation value (R) is 0.023. Based on the guidelines in providing an interpretation of the correlation coefficient, this value is in the coefficient interval 0.40-0.599 where the level of relationship between the three variables is in the "Low" category.

From the correlation coefficient value, the Coefficient of Determination (KD) = $(R^2) = 0.4832 = 0.233 \times 100\% = 23.3\%$. It can be concluded that the Incentive (X₁) and Supervision (X₂) variables together can explain the Performance (Y) variable by 23.3% while the rest is explained by other factors.

d. T-Statistic Test

a) Hypothesis Test of Leadership Effect (X₁) on Performance (Y)

To find out whether there is a partially significant influence between the Incentive variable on the performance of employees of the South Lampung Regency Transportation Office, a hypothesis test is carried out which is explained by the table as follows:

Table 11. Hypothesis Test of Leadership Effect on Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.276	4.997		7.860	.000
	Leadership (X1)	.089	.121	.116	.741	.463

a. Dependent Variable: Performance (Y)

Source: Data Processed, 2022

Based on the results of statistical tests using the t-test on the Incentive variable, the t_{hitung} value is 0.741 with a significance level of 0.000. If the t_{hitung} value is compared with the t_{table} with the number $n = 42$, the df value is obtained: $N-2 = 42-2 = 40$ at a real level of 0.05, and a critical price of 1.684 is obtained. Conclusion H_0 is rejected and H_a is accepted or Leadership is proven to have a significant effect on Performance.

b) Hypothesis Test of Motivation Effect (X_2) on Performance (Y)

Furthermore, to find out whether there is a significant partial influence between the Leadership Supervision variable on the performance of employees of the South Lampung Regency Transportation Office, a hypothesis test is carried out which is explained by the table as follows:

Table 12. Hypothesis Test of Motivation on Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	47.014	6.944		6.771	.000
	Motivasi (X2)	-.094	.158	-.093	-.593	.557

b. Dependent Variable: Performance(Y)

Source: Data Processed, 2022

Based on the results of the t-test on the Lead Supervision variable, the t_{count} value is -0.593 with a significance level of 0.557. If the t_{count} value is compared with the t_{table} with the number $n = 42$, the df value is obtained: $N-2 = 42-2 = 40$ at a real level of 0.05, a critical price of 1.684 is obtained. Conclusion H_0 is accepted and H_a is rejected or Motivation is proven to have no significant effect on Performance.

e. *f-statistic test*

Hypothesis Test of the Effect of Leadership (X_1) and Motivation (X_2) on Performance (Y)

The third hypothesis of this study assumed that there was an effect of Leadership and Motivation together on the Performance of the South Lampung Regency Transportation Office, and to test the correctness of this hypothesis the f test was carried out. This f test is done by comparing f_{count} which is compared to f_{table} . If $f_{count} > f_{table}$ then the regression equation and correlation coefficient are significant so that H_0 is rejected and H_a is accepted. Or it can also be seen from the level of significance = 0.05. If the significance value is smaller than 0.05, H_0 is rejected and H_a is accepted as in the following table:

Table 13. Hypothesis Test of Leadership (X1) and Motivation on Performance (Y)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.647	2	13.324	.459	.635 ^b
	Residual	1132.139	39	29.029		
	Total	1158.786	41			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Leadership

Source: Data Processed, 2022

From the table above, it is known that the f_{count} value is 0.459 at a significance level of 0.635, by determining the 5% confidence level and the degree of freedom $df_1 = 2$ and $df_2 = 39$, then the t_{table} value is 3.24. Because f_{count} is greater than t_{table} ($0.459 < 3.24$), then H_0 is accepted and H_a is rejected or the Leadership and Motivation variables together have no significant effect on the Performance variable.

f. Discussion

The Department of Transportation is one of the government agencies in charge of many direct duties in the midst of the community, the same thing happens at the South Lampung Regency Transportation Office by carrying out the tasks assigned by the Regent, therefore employees must always be ready to carry out their duties. Therefore, the need for leadership and motivation, and high discipline in order to carry out these tasks in order to fulfill the given performance.

From the results of research conducted by the author on employees at the South Lampung Regency Transportation Office From the partial research that has been carried out, Leadership variable has a significant effect on the performance variable by 21.4% while the rest is explained by other factors. The results of this study are in accordance with the results of previous research. The results of this study are also in line with research conducted by (Paracha *et al.*, 2012). at PT. Financia Multi Finance Palopo that leadership has a positive effect on employee performance.

In the statement put forward by Dirani *et al.*, (2020), Leadership is a process of a person's activities to move others by leading, guiding, and influencing others to do something so that the expected results are achieved. Currently, the leadership at the South Lampung Regency Transportation Office is quite good and it is hoped that in the future it will be further improved in order to maintain the performance of the employees not to go down.

Meanwhile, in the results of research on the effect of motivation on employee performance at the South Lampung Regency Transportation Office, it was found that it had a significant effect of 31%. This is in accordance with previous research by (Thamrin and Riyanto, 2020). at PT Bank Negara Indonesia Tbk, Manado which explains that motivation affects employee performance.

Motivation is a desire contained in an individual that stimulates him to take action. in this case it is necessary to have good motivation so that performance can run according to the target at the South Lampung Regency Transportation Office.

Leadership and motivation variables together explain the performance variable by 23.3% while the rest is explained by other factors. In addition, it can be explained that the influence of the leadership variable is 21.4% lower when compared to 31% motivation in influencing the performance of employees of the South Lampung Regency Transportation Office.

Conclusions and Implications

a. Conclusion

After statistical data processing and hypothesis testing on related variables, the following conclusions can be drawn:

1. There is a positive and significant influence of leadership on the performance of employees of the South Lampung Regency Transportation Office.
2. There is a less significant effect of motivation on the performance of employees of the South Lampung Regency Transportation Office.
3. Leadership and Motivation together do not significantly affect the performance variable.

b. Implications

From the results of research conducted by the author in this case there are several suggestions and inputs that can be conveyed in order to become evaluation material for the South Lampung Regency Transportation Office so that employee performance can improve and can meet performance achievement at the South Lampung Regency Transportation Office related to leadership and motivation, namely:

1. The results of the Leadership variable In the leadership variable, the leadership component that gets the lowest score is "The leader always holds meetings/meetings to discuss problems that occur in the work". Thus it can be suggested that it is very necessary to have good communication between leaders and subordinates so that leaders need to know more about the work problems given to subordinates and whether employees who are given work can carry out their duties or not.
2. In the variable part of motivation, the lowest answer is in the statement "leaders always pay attention to employee welfare" In this case, the input can be given under the need to improve employee welfare in accordance with the workload given. Welfare, among others, by providing overtime or bonus money to employees and this can be taken into consideration by the leadership, namely the head of the South Lampung Regency Transportation Office to the Regional leader, namely the Regent of South Lampung Regency, where one of the duties of the Transportation Service employees is to go directly to the community in their work.
3. In the performance indicator section, employees are advised to improve their performance by understanding the work they are given. Because if the performance is not good, the achievement of the work target in the office will also not be maximized. It is also hoped that the motivation provided can improve employee performance because, from the results of this study, it was found that the provision of motivation did not have a significant effect on employee performance.
4. From the results of the study, it is hoped that there will be further research that can make a significant between leadership and performance, motivation and performance as well as overall between leadership, motivation, and performance to make it even better in the future at the South Lampung Regency Transportation Office.

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