

# The Effect of Leadership and Motivation on Employee Performance

Leadership and  
Motivation on  
Employee Performance

Yudiyanto Joko Purnomo  
Universitas Nasional Pasim; Bandung, Indonesia  
E-Mail: joko.jember2015@gmail.com

1357

Jajang Solihin  
Universitas Nasional Pasim; Bandung, Indonesia  
E-Mail: jajangs@itb.ac.id

Submitted:  
1 OCTOBER 2023

Accepted:  
21 NOVEMBER 2023

## ABSTRACT

*The impact of the Covid-19 pandemic has caused tremendous developments in information technology so that all human activity needs are replaced by technology. Information technology can limit human activities so that activities can continue even though they are limited by government regulations, namely lockdown. As information technology develops, higher education institutions change bureaucratic systems to make it easier to control and develop the institutions they lead. Leadership Style: Changes in information technology and bureaucracy influence the success of a leader. Ability to motivate and improve the performance of its members towards superior institutional performance. The aim of this research is to find out how much influence and how leadership and motivation have on employee performance at the ITB Finance Directorate in Bandung City, West Java. This research methodology uses multiple linear descriptive and associative research. Analysis unit of the ITB Finance Directorate in Bandung City, West Java. The population is 36 permanent employees at the ITB Finance Directorate in Bandung City, West Java. The sampling technique used a census of 36 permanent employees at the ITB Finance Directorate in Bandung City, West Java. Descriptive research findings: leadership variables in the scoring category are very good, motivation variables in the scoring category are very good, employee performance variables in the scoring category are very good. Multiple linear associative research leadership variables influence employee performance by 0.857; The motivation variable influences employee performance by 0.655 and the influence of leadership and motivation on employee performance at the ITB Finance Directorate in Bandung City, West Java, amounts to 7,995.*

**Keywords:** leadership, motivation, performance

## ABSTRAK

*Dampak Pandemi Covid -19, menyebabkan perkembangan teknologi informasi yang dahsyat sehingga semua kebutuhan aktivitas manusia digantikan oleh teknologi. Pembatasan aktivitas manusia dapat dilakukan oleh teknologi informasi sehingga aktivitasnya tetap berjalan walaupun dibatasi aturan pemerintah yaitu lockdown. Seiring perkembangan teknologi informasi membuat institusi pendidikan tinggi merubah system birokrasi untuk memudahkan mengendalikan dan perkembangan institusi yang dipimpin. Gaya Kepemimpinan adanya perubahan teknologi informasi dan birokrasi mempengaruhi keberhasilan seorang pemimpin. Kemampuan dalam memotivasi dan meningkatkan kinerja para anggotanya menuju kinerja institusi yang unggul. Tujuan penelitian ini untuk mengetahui seberapa besar pengaruhnya dan bagaimana kepemimpinan dan motivasi terhadap kinerja pegawai pada Direktorat Keuangan ITB di Kota Bandung Jawa Barat. Metodologi penelitian ini menggunakan penelitian deskriptif dan asosiatif linier berganda. Unit analisis Direktorat Keuangan ITB di Kota Bandung Jawa Barat. Populasi 36 pegawai tetap pada Direktorat Keuangan ITB di Kota Bandung Jawa Barat. Teknik pengambilan sampel menggunakan sensus sebanyak 36 pegawai tetap pada Direktorat Keuangan ITB di Kota Bandung Jawa Barat. Temuan penelitian deskriptif variable kepemimpinan kategori*

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 11 No. 3, 2023  
pp. 1357-1365  
STIE Kesatuan  
ISSN 2337 – 7860

*scoring sangat baik, variable motivasi kategori scoring sangat baik, variable kinerja pegawai kategori scoring sangat baik. Penelitian Asosiatif regresi linier berganda variable kepemimpinan berpengaruh terhadap kinerja pegawai sebesar 0.857; variable motivasi berpengaruh terhadap kinerja pegawai sebesar 0.655 dan pengaruh kepemimpinan dan motivasi terhadap kinerja pegawai pada Direktorat Keuangan ITB di Kota Bandung Jawa Barat sebesar 7.995.*

**Kata kunci:** *Kepemimpinan, Motivasi, Kinerja*

## INTRODUCTION

The existence of the Covid-19 pandemic has an impact on the development of information technology that is able to connect communication between people, companies with employees and countries with countries. The lock down policy by the government forces humans to think so that every day activities are not interrupted, so that all daily needs and activities continue to run. With the rapid advancement of technology at this time, human labor can be replaced by the presence of technology, almost all business and government sectors build integrated information systems so that all work runs smoothly.

Changes in bureaucratic reform and integrity zones are expected to reduce overlap and disharmony in regulatory regulations. The government agency performance accountability system as a system that can help realize a system designed to measure, clarify, and report performance in government agencies, namely the Directorate of Higher Education. So that faculties can focus on the *Tridharma* of higher education and the development of educators. (Indriyany et al., 2021; Ma'ruf & Saputera, 2019; Nugraha, 2018).

Permendikbudristek No. 40 of 2022, namely Strategic Plan (Renstra), Performance Agreement (PK), Performance Measurement, Performance Data Management, Performance Reporting, and Performance Report Review. A core competency is a competency defined as an internal capability that is critical to business success. This core competency is a competency that is expected to be possessed by every individual in the organization. Core competencies define the organizational values that most people understand. The purpose of competence for individuals is so that they can work in various positions within the organization/company (Fransiska & Ferine, 2023).

Leadership is the process of influencing others to achieve certain goals (Ibrahim & Daniel, 2019). There are several leadership theories that can be used to clarify the concept of leadership, such as transactional and transformational leadership theories. Transformational leadership emphasizes the development of a shared vision and inspires subordinates to achieve common goals (Reza, 2019).

Work motivation is a psychological state that encourages a person to act or work productively. Maslow's motivation theory emphasizes five levels of needs, namely self-actualization and self-fulfillment needs, self-esteem needs, social needs, security and safety needs, and physiological needs.

Performance is the result of work achieved by individuals or groups in achieving organizational goals. Performance can be measured by various indicators such as productivity, work quality and innovation.

Leadership and work motivation can affect employee performance in the organization. Reinforced by research by Metasari & Purnomo (2021). The Effect of Leadership and Work Discipline on Employee Performance of PT Panca Krisnamandiri in Bandung City. The findings are that the leadership variable on the performance of employees of PT Panca Krisnamandiri in Bandung City partially has a significant effect.

The phenomenon of leaders giving freedom of opinion to employees, shows that there is still dissatisfaction from employees about the attitude or way of communication from the leadership. Employee motivation has not been optimally formed to improve performance. Workload is felt by employees to always increase so that performance is not optimal. The purpose of this study was to determine how leadership, motivation, and

employee performance, how much influence leadership and motivation have on employee performance at the ITB Directorate of Finance in Bandung City, West Java.

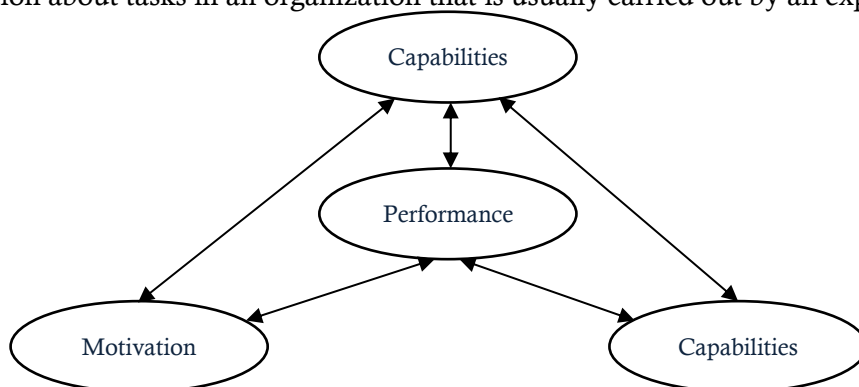
### LITERATURE REVIEW

According to Amirullah (2015) Management is an art and science of planning, organizing, preparing, directing, and supervising human resources to achieve goals that have been set in advance or previously. According to Siswanto (2017) The purpose of management is to make effective and efficient utilization of all available resources to achieve the specified goals.

According to Amirullah (2015) Human resource management is an activity that regulates how to procure labor, develop, compensate, integrate, maintain, and separate labor through management processes to achieve organizational goals. According to Samimi et al. (2018) Leadership includes the use of influence, that all relationships can involve leaders. Leadership includes the importance of the communication process; the clarity and accuracy of communication affects the behavior and performance of followers.

According to Edison & Imas (2016) Leadership style is the way a leader acts and/or how he/she influences his/her members to achieve certain goals. According to Amirullah (2015) Motivation is a condition that moves a person to be able to achieve the goals of his motives. Meanwhile, work motivation is an influential condition that arouses, directs, and maintains behavior related to the work environment.

According to Mubarok (2017) Performance is the willingness of a person or group of people to carry out an activity and complete it in accordance with the responsibility and expected results. Job analysis is an effort to systematically collect, assess, and compile information about tasks in an organization that is usually carried out by an expert.



*Source: (Sinambela, 2016)*

**Figure 1.** Relationship between dimensions of work

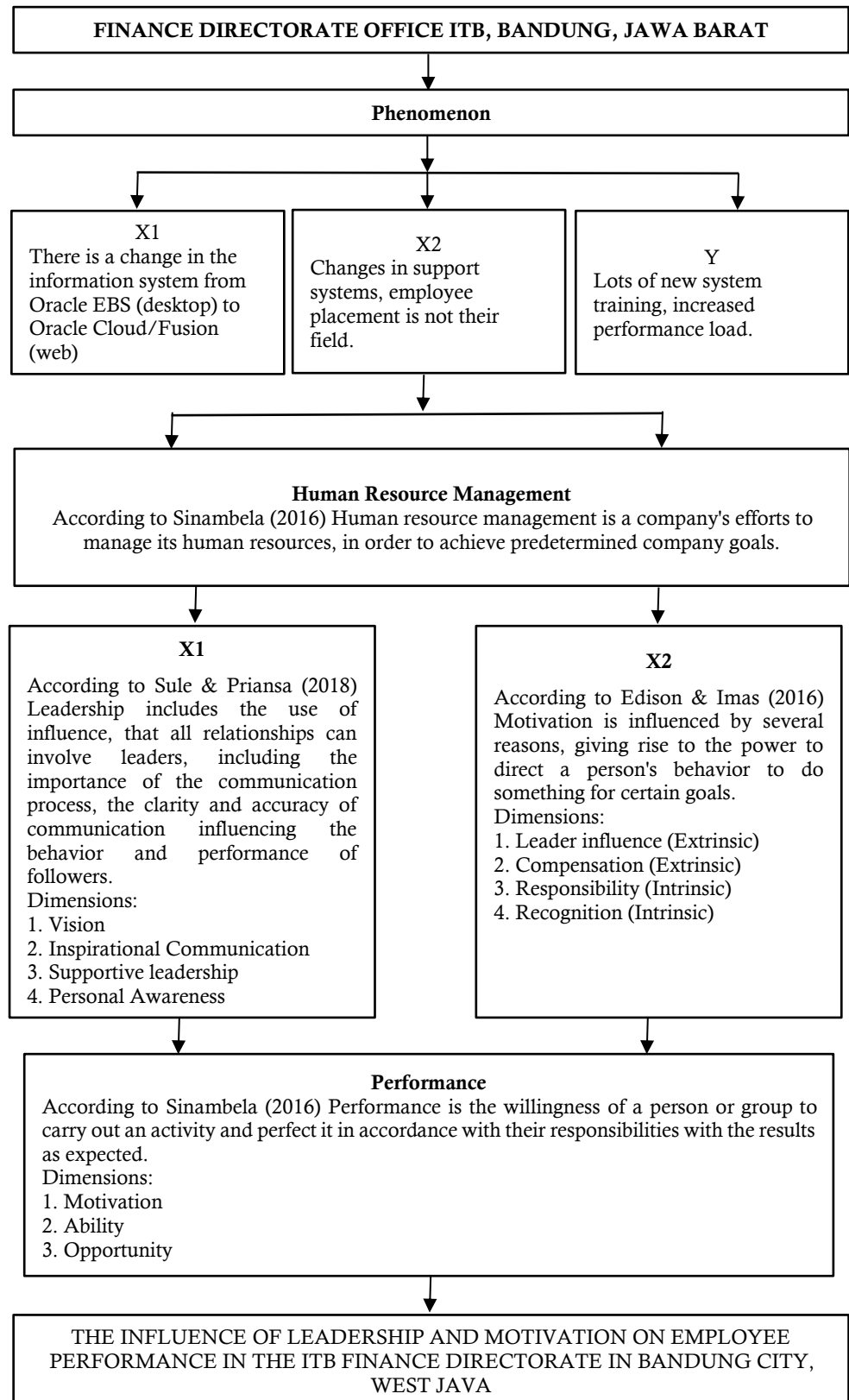


Figure 2. Research Framework

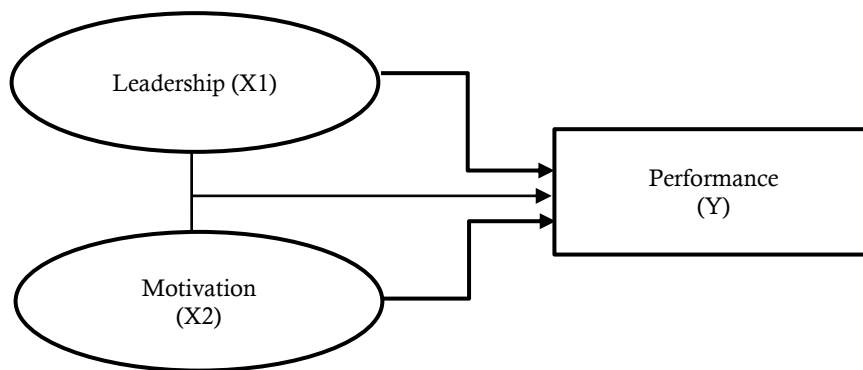


Figure 3. 2023 Research Paradigm

### Research Hypothesis

Based on the above framework, the research hypothesis is formulated as follows:

- H1: Leadership has a positive and significant effect on employee motivation at the ITB Directorate of Finance in Bandung City, West Java.
- H2: Motivation has a positive and significant effect on employee performance at the ITB Directorate of Finance in Bandung City, West Java.
- H3: Positive and significant influence of Leadership and Motivation on employee performance at the ITB Directorate of Finance in Bandung City, West Java.

### METHODS

The ITB Directorate of Finance is one of the supporting work units (UKP) under the coordination of the ITB Vice Rector for Finance, Planning and Development (WRURK) at the Bandung Institute of Technology. It is headquartered in the second floor Annex Building, which is located at Jalan Tamansari No. 64, Bandung Wetan District, Bandung City 40116, West Java.

According to Sugiyono (2017) "Descriptive analysis is a method used to make broader conclusions. To obtain more accurate results multiple regression it is necessary to test classical assumptions. Associative analysis is the unit of analysis as the level of data unity collected in the next stage of data analysis (Sugiono, 2017). Based on the above definition, it can be concluded that the unit of analysis is the data collected as the next stage of analysis. In this study, the unit of analysis is the individual, namely the ITB Directorate of Finance Employees of Bandung City, West Java.

In this study, the intended population is permanent employees of the Directorate of Finance ITB Bandung City, West Java, totaling 36 employees. The sampling technique uses a census, so that all populations are used as research samples totaling 36 employees.

In his research, Sugiyono (2017) applied several data collection methods. First, the documentation method is used to study related documents as data sources. Furthermore, interviews were conducted by talking directly to the resource persons related to the research. The observation method is also used to directly see the object of research at its location. Finally, questionnaires were used as an efficient technique in data collection, especially on measured variables and respondents' expectations of ITB Directorate of Finance employees in Bandung City, West Java.

### RESULTS AND DISCUSSION

Table 1. Leadership Validity Test

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Description
P1	65.000	24.057	.596	.	.891	Valid

P2	64.972	24.371	.581	.	.892	Valid
P3	64.806	24.904	.529	.	.894	Valid
P4	64.889	25.359	.464	.	.896	Valid
P5	64.639	24.352	.563	.	.892	Valid
P6	65.167	24.429	.615	.	.891	Valid
P7	64.806	24.904	.529	.	.894	Valid
P8	65.472	25.171	.399	.	.899	Valid

Source: Data processed by SPSS 2023

Table 2. Motivation Validity Test

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Description
P9	64.639	24.352	.563	.	.892	Valid
P10	64.778	24.349	.641	.	.890	Valid
P11	64.833	24.829	.555	.	.893	Valid
P12	64.806	24.390	.640	.	.890	Valid
P13	64.750	24.421	.620	.	.890	Valid
P14	64.667	24.571	.518	.	.894	Valid
P15	64.722	24.206	.662	.	.889	Valid
P16	64.972	24.371	.581	.	.892	Valid

Source: Data processed by SPSS 2023

Table 3. Performance Validity Test

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Description
P17	31.583	8.193	.787	.830	.915	Valid
P18	31.556	8.425	.701	.743	.922	Valid
P19	31.528	8.085	.842	.941	.911	Valid
P20	31.611	8.187	.788	.827	.915	Valid
P21	31.500	8.257	.784	.893	.915	Valid
P22	31.639	8.066	.837	.819	.911	Valid
P23	31.694	8.675	.613	.895	.928	Valid
P24	31.667	8.514	.667	.914	.924	Valid

Source: Data processed by SPSS 2023.

Table 4. Leadership Reliability Test

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Description
.887	.899	8	Reliable

Source: Data processed by SPSS, 2023

Table 5. Motivation Reliability Test

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Description
.888	.899	8	Reliable

Source: Data processed by SPSS, 2023

Table 6. Performance Reliability Test

Reliability Statistics				
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Description	
,927	,927	8	Reliable	

Source: Data processed by SPSS, 2023.

### Descriptive Analysis

Statistical analysis method that aims to provide a description or description of the research subject based on variable data obtained from a certain group of subjects.

Table 7. Assessment Categories

Perception Score	Average Value	Interval Value	Assessment
1	1,00-1,80	10-80	Not very good
2	1,81-2,60	81-100	Not good
3	2,61-3,40	101-129	Good enough
4	3,41-4,20	130-152	Good
5	4,21-5,00	153-180	Very good

Source: Data Processed. 2023

Leadership variables based on the results of the analysis stated a score of 152 which indicates very good, where the leader gives praise, and the leader does not directly relate to employees but through the Head of Sub-Directorate then forwarded to the clerks and employees.

Variable Motivation based on the results of the analysis stated that the results indicated very good, where the leader succeeded in creating a conducive work environment to create enthusiasm for employees individually and the work team.

Variable Employee Performance based on the results of the analysis states the result of 164 which indicates very good,

### Associative Analysis multiple linear regression

Statistical methods aim to predict the size of the dependent variable using data on independent variables that are already known.

Table 8. Simultaneous Hypothesis Test

Multiple Linear Regression					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	66.812	31.386		2.129	.037
1 Leadership	.299	.348	.504	.857	.403
Motivation	.309	.473	.385	.655	.514

a. Dependent Variable: Employee Performance

Source: Data processed. 2023

Leadership variable on employee performance with a t value of 0.857 and 0.430 > 0.05 indicates that leadership has no effect on employee performance. Also reinforced by research (Mulyeni et al., 2023).

Motivation variable on employee performance is to count 0.655 and 0.542 > 0.05 indicating that motivation has no effect on employee performance, also reinforced by research from Do Rêgo et al. (2017).

Simultaneous Hypothesis Test						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.995	2	15.998	7.995	.028 <sup>b</sup>
	Residuals	10.005	5	2.001		
	Total	42.000	7			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Leadership

Source: Data processed.2023

Leadership and Motivation on Employee Performance at the ITB Directorate of Finance in Bandung City, West Java amounted to F count 7.995 with Sig. F level of 0.028 < 0.050, indicating a simultaneous positive effect. This means that leadership and motivation affect employee performance at the ITB Directorate of Finance in Bandung City, West Java, Reinforced by Hasnakamilah & Purnomo (2023); Purnomo & Jayadiningrat (2023); ( Yandra Rivaldo, 2020).

Table 10. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 <sup>a</sup>	.762	.667	1.415

a. Predictors: (Constant), Motivation, Leadership

Source: Data processed.2023

Based on the output above, the R Square value is 0.762, indicating that simultaneously. The effect of Leadership and Motivation on Employee Performance at the ITB Directorate of Finance in Bandung City, West Java is 76.2% and other factors of 100% - 76.2% = 23.8% are influenced by other factors not examined in this study.

## CONCLUSION

The results of descriptive analysis obtained leadership variables, motivation variables and employee performance variables of the three variables are in the excellent score category. Multiple linear regression analysis resulted in F count 7.995 with Sig. F level of 0.028 < 0.050 means that leadership and motivation affect performance.

The conclusion of leadership, motivation, and employee performance at the ITB Directorate of Finance in Bandung City, West Java resulted in very good results. Influenced leadership and motivation on employee performance at the ITB Directorate of Finance in Bandung City, West Java by 0.762 or 76.2%.

From the above conclusions, there are suggestions from researchers, namely leaders to improve and maintain the environmental conditions that have been created conducive and pay attention to the work done by employees to further foster motivation towards better employee performance.

## REFERENCES

- [1] Amirullah. (2015). *Pengantar Manajemen, Fungsi-Proses Pengendalian*. Jakarta: Mitra Wacana Media.
- [2] Do Rêgo, E. B., Supartha, W. G., & Yasa, N. N. K. (2017). Pengaruh Kepemimpinan Terhadap Motivasi dan Kinerja Karyawan pada Direktorat Jendral Administrasi dan Keuangan, Kementerian Estatal Timor Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 6(11), 3731-3764.
- [3] Edison, Y. A., & Imas, K. (2016). *MSDM Strategi dan Perubahan Dalam rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Bandung: Alfabeta.
- [4] Fransiska, F., & Ferine, K. F. (2023). The Influence of Job Satisfaction on Employee Performance with Competency as A Mediation Variable at BPJS Ketenagakerjaan Branch Medan Raya. *International Journal of Economics, Management and Accounting (IJEMA)*, 1(4), 249-260.

- [5] Hasnakamillah, A., & Purnomo, Y. (2023). The Influence of Motivation and Discipline on Employee Performance in the Public Sector in Bandung. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 647-656.
- [6] Ibrahim, A. U., & Daniel, C. O. (2019). Impact of leadership on organisational performance. *International Journal of Business, Management and Social Research*, 6(2), 367-374.
- [7] Indriyany, I. A., Hikmawan, M. D., & Utami, W. K. (2021). Gender dan pendidikan tinggi: Studi tentang urgensi kampus berperspektif gender. *JIIP: Jurnal Ilmiah Ilmu Pemerintahan*, 6(1), 55-72.
- [8] Ma'ruf, S., & Saputera, A. R. A. (2019). Analisis Pengembangan Budaya Akademik dan Problematikanya di Fakultas Ilmu Tarbiyah dan Keguruan IAIN Sultan Amai Gorontalo. *KABILAH: Journal of Social Community*, 4(2), 16-33.
- [9] Metasari, N., & Purnomo, Y. J. (2021). Pengaruh Kepemimpinan dan Kedisiplinan terhadap Kinerja Karyawan PT. Pancaraya Krisna Mandiri Cabang Bandung. *Jurnal Pendidikan Dasar dan Sosial Humaniora*, 1(2), 253-262.
- [10] Mubarak, E. S. (2017). *Manajemen Sumber Daya Manusia, Pengantar Keunggulan Bersaing*. Bogor: In Media.
- [11] Mulyeni, S., Lestari, A., Azizah, N., & Herlina, H. (2023). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Pelatihan Terhadap Kinerja Karyawan. *Jurnal Kajian Ilmiah*, 23(2), 185-194.
- [12] Nugraha, J. (2018). Implementasi sistem manajemen mutu berbasis ISO 9001: 2008 (studi pada Fakultas Ekonomi Universitas Negeri Surabaya). *Jurnal Akuntabilitas Manajemen Pendidikan*, 6(2), 163-169.
- [13] Purnomo, Y. J., & Jayadiningrat, R. (2023). Influence Of Work Discipline and Work Motivation on Employee Productivity. *Transformasi: Journal of Economics and Business Management*, 2(3), 221-235.
- [14] Reza, M. H. (2019). Components of transformational leadership behavior. *EPRA International Journal of Multidisciplinary Research*, 5(3), 119-124.
- [15] Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 33(3), 101353.
- [16] Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- [17] Siswanto. (2017). *Pengantar Manajemen*. Jakarta: Bumi Aksara.
- [18] Sugiyono. (2017). *Metode Penelitian Kualitatif dan Kuantitatif*. Yogyakarta: Rineka Cipta.
- [19] Sule, E. T., & Priansa, D. J. (2018). *Kepemimpinan dan Perilaku Organisasi, Membangun Organisasi Unggul di Era Perubahan*. Bandung: PT Refika Aditama.
- [20] Yandra Rivaldo, S. L. (2020). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Dimensi*.