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The Influence of Strategic Leadership and Motivation on Employee Performance

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Abstract--This study aims to determine the simultaneous and partial influence of strategic leadership variables and employee motivation on employee performance. This research belongs to a quantitative type of research using descriptive and verificative research methods. Description means describing variable conditions based on the respondent's perception. In contrast, verificative is based on hypothesis testing and the magnitude of influence given by leadership variables and motivation to employee performance, while the analysis method uses path analysis. The study results prove descriptively that the overall leadership condition is indicated sufficiently. However, there are still indicators that are below the expected value, namely the horizontal communication system, for the findings of motivational variables indicated sufficiently, but still, the finding of indicators that are not optimal, namely regarding adequate benefits, while the overall performance of employees is sufficient, but there are still weaknesses of the speed indicator for response to the public regarding complaints, suggestions and criticisms. Verifiably found the contribution of influence simultaneously from the variables of leadership and motivation to employee performance. In addition, it was also found that the partial influence contribution of leadership and motivation variables to employee performance was found.

Keywords---Leadership, Motivation and Employee Performance.

Introduction

The Education Office in the Region is part of the District / City Regional Government Agency that serves to organize education in their respective regions. The education office has the authority and responsibility in managing resources, ranging from planning, implementation and evaluation of the education management process. This is in line with the rollout of the decentralized government system process regulated by government policy through Law No. 22 of 1999 and PP No. 25 concerning the Division of Education Authority between the Center and the Province as an autonomous region and PP No. 84 of 2000

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concerning Guidelines for Regional Device Organization. By itself impacts the management of education in the district/city Education Office. As a logical consequence of implementing the policy mentioned above, the Regional Government is required to implement education following the minimum service standards for the implementation of primary and secondary education. Following the Decree of the Minister of Education no. 053/U/2001.

In realizing the central government's mandate, structural officials in the District / City Education Office are needed who have high ability, anxiety, motivation, and performance so that they can organize education effectively and efficiently. Aware of the role and heavy tasks carried out by structural officials as education organizers in the area, the performance of qualified structural officials is needed in facing challenges in the present and future. The performance profile of qualified structural officials is an Official who can lead, organize, foster, manage, motivate, coordinate and control the service in carrying out regional autonomy authority in education and assistance duties to the district/city government.

The phenomenon of improving the performance of structural officials turned out to be very difficult to realize immediately because it was related to the factors that affected it. As Siswanto (2003: 40) stated, the things that affect employee performance are: "Job analysis; Recruitment; Selection; Placement; Induction and orientation; Giving compensation; HR development; Mutations; Promotion; Motivation; Guidance of work morals; Construction of work discipline; Supervision. In addition, there are many obstacles and challenges to effective and efficient education organizers, as discovered by Tilaar (2000: 7-9), namely: past and present policies; problems of unity and unity of the nation; problems of educational democracy, problems of decentralization of education management; problems of quality of education; recruitment, selection and placement of education personnel; problems of work comfort, and job satisfaction to improve the quality of education; work productivity problems".

The problem that is an obstacle to the implementation of education mentioned above, local governments must have a strong commitment to gradually fix the problem so that it ultimately becomes a force that can improve the performance of structural officials. The effectiveness and efficiency of the implementation of education are strongly influenced by the administrative system used, where at this time, the administrative system used tends to be bureaucratic. The problem of organizing this education, in turn, causes various distortions in the implementation of policies in the Region. This leads to a gap between the established draft (legal basis) and the implementation in the field. Meanwhile, the performance of the Education Office agency in the Region has recently been in the spotlight of the community, especially since the rollout of regional autonomy, which demands a more democratic climate in the implementation of education. People began to question the value they get from the services carried out by the Education Office agencies in the Region. In addition, so far, the measurement of success and failure of the Education Office agencies in the Region in carrying out their basic duties and functions is difficult to do objectively. (Castetter, 1996, p.19) explains the following factors will strongly influence performance: 1) The internal environment, which includes formal organization, individual behavior,

group behavior, culture, and ethics. 2). The external environment includes legislation, economic, socio-cultural, political, and technological.

The several factors that affect the performance mentioned above, there are some interesting issues to discuss further, namely about; Placement factor as an effort to apply the concept of the right man in the right place; this concept has not been fully implemented referring to the professionalism of work, even though the factor of human resource development as a means to develop the ability of structural officials and the performance of structural officials which is an indicator of work productivity, has been run according to procedures. Performance is one of the benchmarks in determining the extent of employee work productivity in implementing their duties (Clements-Croome, 2008; Lisi & Malo, 2017; Westover et al., 2010). The formation of employee performance requires a process in the organization and cannot grow by itself, but many factors that influence them are motivating factors (Kuswati, 2020; Riana, 2020; Tasya & Gilang, 2020) and leadership (Kumar & Bhatti, 2020; Makambe & Joy Motlatsi Moeng, 2020; Rozi et al., 2020). Leadership traits are needed to encourage and foster morale (Ngambi, 2011) so that with high morale, employee performance will increase (Weakliem & Frenkel, 2006). The leader's figure is very necessary to trigger and spur the morale of employees to achieve good performance.

This type of leadership is the best method to do. In addition to the need for a leader figure to support the achievement of good performance, high motivation is also needed from employees to carry out their work. Motivation is a complex problem in an organization because the needs and desires of each member of the organization are different. This is different because each member of an organization is "unique" biologically and psychologically and develops based on a different learning process. The manager of the company organization is very important to know what motivates employees or subordinates because this factor will determine the course of the organization in achieving goals. Motivation is the reason, the impulses in humans that cause a person to do something or do something. Motivation is the desire, desire and driving force that comes from within man to do something or do something. Motivation relates to a person's psychological factors that reflect the relationship or interaction between attitudes, needs and satisfaction that occur in humans. From the description, it can be seen that employee performance will be influenced by leadership and motivation. Therefore, this study focused on "The Influence of Strategic Leadership and Motivation on Improving Employee Performance."

Literature Review

Strategic Leadership

Strategy is a comprehensive activity that determines instructions and direction critical to allocating resources to achieve the organization's long-term goals. In practice, the choice of strategy is something complex and a risky task. Some organizational strategies are expected to face a competitive environment. Here the manager plans the strengths and weaknesses of the organization with opportunities and threats in its context. Strategies are formulated from two different perspectives, and the first strategy is a broad program for defining and achieving organizational goals and carrying out its mission. This understanding is

more direct to the organization's active role in implementing the program as an organizational strategy to deal with environmental changes. This strategy is known as strategic planning. The second perspective of strategy is the pattern of organizational responses carried out to the environment. This sense leads the organization to be passive, which means that managers will only perceive and adapt to the environment if they feel the need to do so. This strategy is known as an adaptive strategy. Discussion on this material will emphasize the active role of managers known as strategic planning, which focuses broadly and long-term. Besides these two perspectives, entrepreneur strategy is an entrepreneur strategy designed by business leaders based on initiatives for constant growth by actively seeking new opportunities. This understanding also directs the active role of a person, in this case, is an entrepreneur or entrepreneur.

Leadership is a process by which individuals influence groups to achieve Northouse's general goals (Grace, 2017). This understanding is sharpened that leadership is the ability to instill confidence and gain the support of members of the organization to achieve the organizational goals of Dublin A. J. in (Thoyib, 2005). According to (Dess, Gregory R., 2003), leadership is a successful change agent in convincing how they implement strategies to achieve their vision and mission. So it can be concluded that leadership is a person's ability to influence others or members in achieving organizational goals. Furthermore (Yukl, 2013), the ability of leaders to carry out strategic actions depends on historical factors of the organization (organizational culture) influenced by changes in the external environment (the presence of new competitors, technological developments, decreased demand for services/products, different political/regulatory climate), strengthening strategies and increasing consistency between strategies, organizational structure, culture and human resources. Bianco and Schermerhorn (Anugrah, 2017) argue that the characteristics or characteristics of strategic leadership are: being involved in change, being more proactive in communicating change, not willing to change leadership into external consultants and not only having a vision of change but accompanied by a sustainable capacity for change implementation, always encourage the creation of behavior change positively, independently and allow others to do the same. Moreover, dare to take risks.

(Rothrmel, 2021) says that "Strategy Leadership is the behavior and styles of executives that influence others to achieve the organization." Whereas (Hitt et al., 2010) defines strategic leadership as "the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary. Meanwhile, Sachin and Bansidhar (Anugrah & Suhaeni, 2018) define strategic leadership as "the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization while at the same time maintaining its short-term financial stability." From some of the above understandings, it can be concluded that the ability of leaders who can look forward to influencing others or their members to achieve goals and engage in change so that the company or organization can survive in competition.

Motivation

Motivation is a state in a person's person that encourages an individual's desire to perform certain activities to achieve a goal. The motivation that exists in a person will realize a behavior directed at achieving the goal of satisfaction goals. So, motivation is not what can be observed but is a thing that can be inferred because of something behavior that appears. Motivation is a complex problem in an organization because the needs and desires of each member of the organization are different. This is different because each member of an organization is "unique" biologically and psychologically and develops based on a different learning process. The manager of the company organization is very important to know what motivates employees or subordinates because this factor will determine the course of the organization in achieving goals.

According to Robbert Heller (Wibowo, 2013, p. 121), work motivation is the desire to act. Everyone can be motivated by several different forces. Work motivation results from a collection of internal and external forces that cause the work to choose the appropriate path of action and use certain behaviors. Work motivation is generally related to goals, whereas organizational goals include Robbins and Judge's work (Wibowo, 2013, p. 121). (B. Uno, 2012, p. 72) defines *work motivation* as a force in people that affects the direction, intensity and persistence of a person's voluntary behavior to do work. Work motivation is a psychological process that awakens, directs, and perseverance in taking voluntary actions directed towards achieving goals (Kreitner and Kinicki in (Wibowo, 2013, p. 121). While Colquitt, LePine and Wesson (Wibowo, 2013, p. 121) define work motivation as a group of energetic forces both from inside and outside the work, starting from work-related efforts, considering its direction, intensity and perseverance.

The term work motivation is given different meanings by experts, although they agree that motivation is the driver of most people's behavior. As a comparison material, we will convey the opinions of experts and experts about the definition and the things behind it. According to Robbins, motivation is: "The willingness to expend a high level of effort toward organizational goals conditioned by the ability of that effort to meet individual needs" (Stephen P. Robbins, 2013, p. 198). According to Steers, motivation is "the process by which behavior is aroused, directed and maintained with time" (Steers, 1985, p. 150). The power contained in the individual and his outer environment is reversed in the individual, strengthening the way he acts at that time or causing the taking of other alternative ways of acting. Motivation is the link between knowing what to do and actual work performance. A person's behavior is determined by the desire to achieve some goals. That desire can be identified with something that drives a person, also referred to as motivation. Thus the motivation of work is a driver or mover for someone to do something activity to achieve the goal. The strength of a person's motivation can change at any time. Change can occur because of the satisfaction of needs that a person has achieved satisfaction over the needs they have. These satisfied needs motivate a person's behavior.

Employee Performance

Performance is the success of a person in carrying out tasks, the results of work that can be achieved by a person or group of people in an organization following their respective authorities and responsibilities or how a person is expected to function and behave following the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks (Sutrisno, 2011). Then (Stephen P. Robbins, 2013) defines *performance* as a result achieved by employees in their work according to certain criteria that apply to a job. (Anwar Prabu Mangkunegara, 2015) stated that employee performance results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibility given to him. (Bilson Simamora, 2002) explains that performance is the result of work that can be achieved by a person or a group of people in an organization, following their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not breaking the law and following morals and ethics.

Performance measurement is a method of assessing the progress that has been achieved compared to the goals that have been set. Performance measurement is not intended to act as a mechanism for rewarding / punishment, but performance measurement acts as a communication tool and management tool to improve organizational performance. Measuring performance in government is not a new activity. Each department, work unit, and a task force has been programmed to collect information in periodic reports (quarterly/semester/annual) on implementing basic tasks and functions. However, unfortunately, this reporting is more focused on inputs, such as the amount of drug use, energy (HR), budgets and materials absorbed in the project, such as road construction, transmigration, and others. Sometimes some agencies report output (output) from the program implemented, such as the number of kilometers of roads and bridge units built, taxes collected, or the number of transmigrants that have been successfully moved.

Input and output test information from reporting; it is not unimportant. However, through performance measurement, the focus of reporting shifts from the large number of resources allocated to the results achieved from using these resources. Performance measurement cannot be separated from the influence of levels (levels) in the organizational structure. As a user of information generated from performance measurements, the leadership of top-level government agencies is certainly different from its information needs (Information requirements) compared to leaders at the lower middle level. The upper level of the organizational structure requires quality performance information with the following characteristics:

1. Performance Information is more integrated.
2. Data / Performance Information that is not only quantitative such as inputs and outputs but also only qualitative, such as information about outcomes and the impact of agency programs.
3. Real-time performance information.

As for lower-level leaders, performance information needs are usually not irradiated, more quantitative, and with more frequent frequency. For example, weekly, daily, even for minutes. Therefore, the design of a performance measurement system must pay attention to agency leaders' organizational structure and performance information needs.

Research Hypothesis

According to (Benny Gunawan, 2002 p.5), the hypothesis is a proposition that has been formulated in such a way and is temporarily accepted to be tested for truth. At the same time, Good and Scates (in Nazir, 1999: 182) say that a hypothesis is an estimate or reference formulated and accepted temporarily that can explain the observed facts or conditions observed and used as clues for the next step of research. Meanwhile (Suryabrata, 2003, p.21), formulating hypotheses is a temporary answer to research problems whose truth still has to be tested empirically. So it can be concluded that the hypothesis is a quick answer or conjecture to the problem being studied. Thus, the hypothesis in this study can be formulated as follows:

- (1) Leadership has a positive effect on employee performance; in other words, the better the leadership carried out, the better the improvement of employee performance in the Majalengka Regency Education Office.
- (2) Motivation has a positive effect on employee performance; in other words, the better the motivation, the better the improvement of employee performance in the Majalengka Regency Education Office.
- (3) Leadership and motivation Simultaneous have a positive effect on employee performance; in other words, the better the level of leadership and the better the motivation carried out together, the better the improvement of employee performance.

Research Methods

The research method that researchers use is the Survey Method, which is research conducted by plunging directly into the field to take the data contained at the time the research is carried out, with quantitative methods. This study also used a descriptive survey research design that research not only describes and explains empirical facts encountered in the field but analyzes the influence between variables one and other variables. Researchers analyzed the influence of leadership variables on employee performance, the influence of motivational variables on employee performance variables, and the influence between leadership variables and motivation on employee performance variables. Data collection techniques in this study consist of documentation, namely data collection by studying, studying various regulations, books, and documentation relevant to the problem being studied.

Furthermore, data collection through observation is data collection by holding direct observations in the field and recording important issues that have to do with research. The latest data collected through research questionnaires is a basic instrument for collecting a certain amount of data relevant to the research needs. The trick is to give questions in writing to respondents who have

determined alternative answers to the question. Alternative answers are arranged into five alternatives, and respondents can choose one of the answers that are considered correct. To conduct a correlative relationship in this study, path analysis techniques (path analysis) can be seen the influence of each variable on other variables. Because the data is that each variable of the questionnaire is still on an ordinal scale, to be analyzed with path analysis, it is necessary to convert the ordinal scale to an interval scale using the Method of Successive Interval (MSI).

Research and Discussion Results

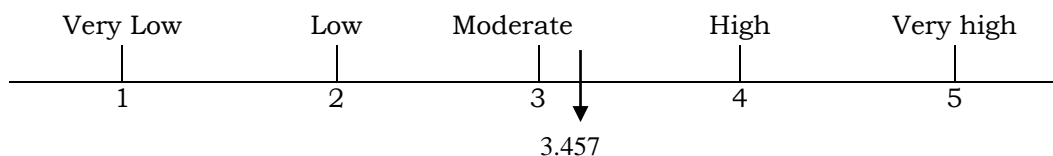
The indicator that measures leadership variables consists of eleven indicators and fifteen question items distributed to respondents. As a result, the items with the greatest contribution to leadership are special decision indicators of the decision-making dimension with an average score of 3,933. In contrast, the smallest contribution is the horizontal communication indicator of the communication dimension, with an average score of 2,867. To find out the respondent's assessment of the Leadership variables can be seen in the following.

Table 1. Leadership Variable Recapitulation

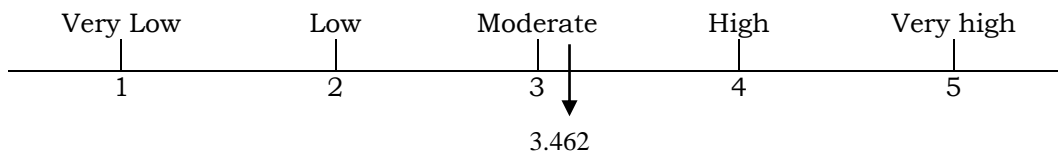
Variable	Dimension	Average score	Criterion
Leadership	Coordination	3.408	Enough
	Communication	3.250	Enough
	Decision	3.750	Enough
	Public relations	3.422	Enough
	Summary Average	13.83 3.457	Enough

Source: research data processed

The table above shows that the largest dimension value is located in the public relations dimension, with an average score of 3,422. In contrast, the smallest value lies in the communication dimension, with an average score of 3,250. Furthermore, to see the level according to the respondent's assessment of leadership variables, the diagram is as follows.



The average total score of this variable research/actual result of 3,457 is at the medium quartile stage, so it can be concluded that the leadership in the implementation of daily tasks at the Majalengka Regency Education Office is in the category of sufficient. The indicator that measures motivational variables consists of six indicators and fifteen question items distributed to respondents. As a result, the item with the greatest contribution to motivation is an indicator of future expectations, with an average score of 3,533. In contrast, the smallest contribution is an adequate allowance dimension with an average score of 3.25.



The average total score of this variable research/actual result of 3,462 is at the medium quartile stage, so it can be concluded that employees' current performance in the UPTD of the Majalengka Regency Education Office is in a good category. Path analysis is used in testing the magnitude of the contribution shown by the path coefficient on each path diagram of the causal relationship between variables X1 and X2 to Y. To find out the degree of relationship between leadership variables (X1) and motivation (X2) to Employee Performance (Y) is carried out the dissemination of questionnaires that are closed and analysis used correlation techniques are the basis of calculation of the path coefficient.

Ease of calculation is used computer services in software with the LISREL 8.50 program. The average total score of this variable research/actual result of 3,462 is at the medium quartile stage, so it can be concluded that employees' current performance in the UPTD of the Majalengka Regency Education Office is in a good category. Path analysis is used in testing the magnitude of the contribution shown by the path coefficient on each path diagram of the causal relationship between variables X1 and X2 to Y. To find out the degree of relationship between leadership variables (X1) and motivation (X2) to Employee Performance (Y) is carried out the dissemination of questionnaires that are closed and analysis used correlation techniques are the basis of calculation of the path coefficient. Ease of calculation is used computer services in software with the LISREL 8.50 program.

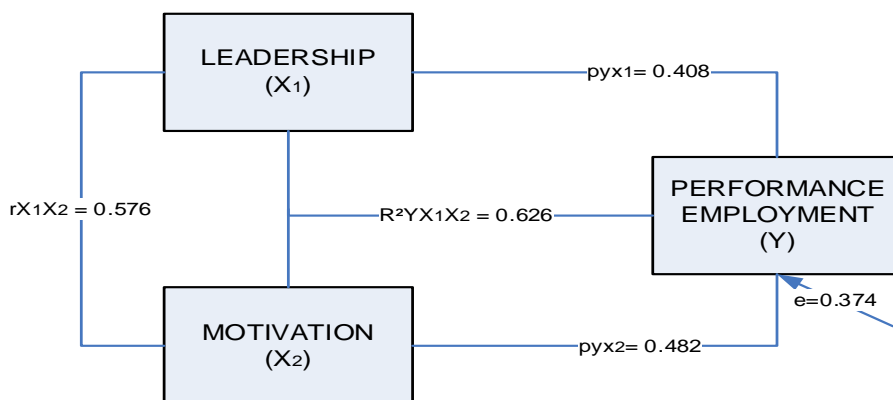


Figure 1. Complete Structure in Path Analysis
Source: research data processed

The following is magnitude of the direct proportional influence of variable X on Y is as follows:

Table 4. The direct influence of Xi's variables on Y

Variable	$P_{y.x_i}$	Direct influence against Y	% Direct influence against Y
Leadership (X_1)	0.408	0.166	16,7%
Motivation (X_2)	0.482	0.232	23,2%

Source: research data processed

In table 4, it can be concluded that exogenous variables that significantly affect employee performance work motivation variables with a direct influence of 23.2% (largest), and work motivation variables on employee performance by 16.7%. The discussion below describes the direct and indirect influence of exogenous variables on endogenous variables.

Table 5. Percentage of Leadership Influence (X_1)

Description	%
X_1 's Direct Influence on Y	16,7 %
Indirect Effect of X_1 Through X_2 On Y	11,33%
Total Influence X_1	28.03 %

Source: processed questionnaire data

The direct influence of leadership on employee performance is 16.7%. At the same time, the indirect influence of leadership variables through employee motivation amounted to 11.33%. So that the real influence of leadership variables on employee performance is 28.03%. The influence of leadership variables on employee performance is quite sufficient; this is seen from the contribution of influence given from leadership variables to employee performance by 28.03%.

Table 6. Percentage of Motivated Influence (X_2)

Description	%
X_2 's Direct Influence on Y	23,2 %
Indirect Effect of X_2 Through X_1 On Y	11,33%
Total Influence X_2	34,53%

Source: processed questionnaire data

The direct influence of motivation on employee performance is 23.2%. At the same time, the indirect influence of motivational variables through leadership amounted to 11.33%. So that the real influence of motivational variables on employee performance is 34.53%, that is, the influence of motivational variables on employee performance is quite sufficient; this is seen from the contribution of influence given by the motivational variable on employee performance at 34.53%. To find out the partial influence of leadership variables (X_1) on employee performance (Y), it is necessary to conduct statistical testing. The results of this study are in line with research conducted by (Goyena & Fallis, 2019; Lor, 2017), which proves empirically that the leading factor of the hypothesis test results has a significant and positive effect on employee performance. In this study, the hypothesis test results between leadership and employee performance can be seen in the table below.

Table 7. Testing leadership variables on employee performance

Structural	Path coefficient	t value	t table	Sig.	Conclusion
P _{yx1}	0.408	2.835	2,052	0.009	Ho rejected, significant influence

Source: research data processed

To test the hypothesis requires the value of the path coefficient. The calculation result (on attachment) shows that the count's value of t (1) is 2.835. With significance level (α) = 5 % Degree of freedom = $n - k - 1$ or $30 - 2 - 1 = 27$ and testing conducted with two sides (2-tiled) obtained t table of 2,052. Since t calculates $>$ t table ($2,835 > 2,052$) then H1 is accepted. In conclusion, leadership variables positively and significantly affect employee performance. To find out the partial influence of motivational variables (X1) on employee performance (Y), it is necessary to conduct statistical testing.

Table 8. Testing motivation variables for employee performance

Structural	Path coefficient	t value	t table	Sig.	Conclusion
P _{yx1}	0.482	3.346	2,052	0.002	Ho rejected, significant influence

Source: research data processed

To test the hypothesis requires the value of the path coefficient. The calculation result (on attachment) shows that the count's value of t (1) is 3,346. With significance level (α) = 5 % Degree of freedom = $n - k - 1$ or $30 - 2 - 1 = 27$ and testing conducted with two sides (2-tiled) obtained t table of 2,052. Because t calculates $>$ t table ($3,346 > 2,052$) then H1 is accepted. In conclusion, the variable motivation of work has a positive and significant effect on employee performance. Based on the results of the analysis of the coefficient of determination that (R²) of 0.626 means that 62.60% of employee performance variables (Y) can be explained by both variables, namely leadership (X1) and motivation (X2). Then to test whether the variables due to Y (employee performance) are influenced jointly by leadership variables (X1) and motivation (X2), the test is carried out with a coefficient of determination test using F test statistics obtained from SPSS calculations as follows.

Table 9. Simultaneous Test Results

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1210.247	2	605.123	22.564	.000 ^a
	Residual	724.089	27	26.818		
	Total	1934.335	29			

a. Predictors: (Constant), Motiv_X2, Kepmpnan_X1

b. Dependent Variable: Kin_Peg_Y

Based on the calculation obtained a calculated F value of 42,375, where the criteria for rejection of H₀ if F_{hitung} is greater than the value of Sig., with a confidence level of 95%. From the table above, it can be known that the value F calculates > Sig. that is 42,375 > 0.000, then H₀ is rejected. This means that it can be concluded that the leadership variable (X₁) and motivation (X₂) exert a simultaneous influence on the employee performance variable (Y). The results of this study are in line with the results of research conducted by (Goyena & Fallis 2019; Sonia 2018), who proved from the results of their research that leadership and motivation factors simultaneously have a positive and significant effect on employee performance.

The most important thing in realizing organizational performance is how to improve the performance of its employees to make a big contribution to the organization. This follows the statement (Harbani Pasolong, 2011, p. 32), which states that organizational efficiency and employee performance can be achieved if the leader plays an active role in coordinating all subordinates in the bureaucratic environment. Performance is a person's ability to complete a job in a relatively short period and reach a high level. Therefore, a leader can provide good service so that the purpose of a bureaucracy can be carried out properly following the vision that has been determined. The research results conducted by (GEDE & Priartini, 2018) found an empirical model of causality between the variables of leadership roles and employee performance. The study results proved that the leadership role has a positive and significant influence on employee work performance. The study results are in line with the results of the current study, that the discovery of positive influence values between leadership role variables on employee performance. The value of the direct influence of leadership role variables on employee performance is 16.7%. In comparison, indirect influence through work motivation variables is 11.33%, so the total, partial influence of leadership roles on employee performance is 28.03%.

Based on the hypothesis test, the leadership role variable partially affects the performance of employees with Sig values. (0,000) < α (0,05). The results show the synergy between Leadership and work motivation, and employee competence to improve employee performance. Based on the analysis results, the statement of hypothesis I, namely Leadership has a positive effect on employee performance; in other words, the better the Leadership carried out, the better the improvement of employee performance in the Majalengka Regency Education Office, is acceptable." The results of this study state that, partially, motivation has a

positive and significant effect on employee performance. From the results of this study, it can be seen that the influence that occurs in path analysis is positive and significant. The value of the direct influence of work motivation variables on employee performance is 23.2%. The indirect influence through leadership role variables is 5.81%, so the total, partial influence of work motivation on employee performance is 34.53%. Based on the hypothesis test, work motivation variables partially affect the performance of employees with Sig values. $(0,000) < \alpha (0,05)$.

The positive influence shows that if the motivation of work is getting better, it will affect the improvement of employee performance. At the same time, a significant influence shows that work motivation plays an important role in improving employee performance. The results of this study support research (Tjong Fei Lie, 2018), which proves empirically that work motivation factors have a greater influence than job satisfaction on work productivity (R^2) of 0.397. This is in line with what Stoner stated in (Notoatmodjo, 2009 p.125) that the performance of a person or workforce is influenced by Motivation, ability, and perceptual factors. So it can be concluded that Motivation is an influential factor in a person's performance, both theoretically and empirically. Based on the analysis results, the statement of hypothesis II, namely Motivation, has a positive effect on employee performance; in other words, the better the Motivation, the better the improvement in employee performance in the Majalengka Regency. Education Office is acceptable."

The results of this study state simultaneously that the leadership and motivation variables have a positive and significant effect on employee performance. From the results of this study, it can be seen that the influence that occurs in path analysis is positive and significant. The real influence exerted by the two variables above is 62.6%. Based on the hypothesis test, leadership variables and work motivation simultaneously have a significant effect on employee performance with Sig values. $(0,000) < \alpha (0,05)$. The positive influence shows that if leadership and motivation work better, it will affect the improvement of employee performance. The results of this study support the study (GEDE & Priartini, 2018; Tjong Fei Lie, 2018), which proves empirically that the two variables, namely leadership and motivation, have a positive and significant impact on employee performance with varying values. Based on the results of the analysis, the statement of hypothesis III, namely leadership and motivation have a positive effect on employee performance; in other words, the better the leadership and motivation, the better the improvement of employee performance in the Majalengka Regency Education Office, can be accepted."

Conclusion

The study results empirically prove the influence of leadership variables on employee performance. The influence given is positive and quite significant, which is 28.03%. The better the leadership carried out, the better the improvement of employee performance in the Majalengka Regency Education Office. The discovery of the influence of motivational variables on employee performance. The influence given is positive and quite significant, 34.53%. The better the motivation of employees carried out, the better the improvement of employee performance in the Majalengka Regency Education Office. The discovery of the influence of

leadership variables and employee motivation on employee performance. The influence is positive and quite significant, 62.60%, while the remaining 37.4% is influenced by other variables outside the model studied.

It is sought to improve the communication system horizontally, namely between employees and employees; this is because the average result value of horizontal communication is still low compared to other indicators. It is sought to improve the system of employee motivation conditions that can be done by improving social and economic conditions by providing rewards and punishments for employees who have good work performance. Strived to have a fast and responsive system to public responses or complaints; given the results of this study, the average score for response indicators to community complaints has a small value compared to other employee performance indicators. To other researchers interested in further research, it would be nice to reveal other factors of leadership variables, employee motivation and employee performance that have not been discussed in this study.

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