



# The Influence of Leadership on Motivation and Performance of Employees in Kunto Darusalam District, Rokan Hulu Regenc

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## ABSTRACT

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This research intends to determine the effect of leadership on the motivation and performance of employees in the District of Kunto Darussalam, Rokan Hulu Regency. The research was conducted from September to October 2019. The source of the research data was obtained from respondents who worked in Kunto Darussalam District, Rokan Hulu Regency. With 39 samples as research respondents. Data analysis in the form of validity and reliability tests, hypothesis testing using SEM - PLS and the coefficient of determination. The results: Sub structure 1 shows that leadership (X) has a significant effect on motivation (Y1) and leadership (X) has a positive and significant effect on employee performance (Y2), and motivation (Y1) has a positive and significant influence on performance. employee (Y2) Kunto Darussalam District, Rokan Hulu Regency. Furthermore, sub-structure 2, namely leadership (X) has an indirect effect on employee performance (Y2) Kunto Darussalam District, Rokan Hulu Regency through motivation (Y1) produces a significant positive effect.

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## 1. Introduction

Since the enactment of Law No. 32 of 2004, as the legal basis and guidelines for Regional Government (Regional Autonomy), the Regional Government is required to improve the capacity of its apparatus so that the apparatus is able to provide excellent service to the community in a professional, transparent and responsive manner. The importance of improving the quality of human resources is a need that must be met. Quality human resources must have the skills, knowledge, and good attitude to handle a job or work in the future. In essence, human resource development is intended to face the challenges of changing times.

Education and training are carried out in order to improve the quality of employees. The essence of improving the quality of employees as government officials is intended to be able to provide excellent service to the community, which is in accordance with their main duties and functions. Civil Servants (PNS) should be able to become motivators and role models for the surrounding community.

Several things that can affect employee performance include leadership, work motivation, incentives and work discipline and job satisfaction. Activities carried out by leaders in the organization in influencing and directing others to do a job in order to achieve the goals that have been determined by the organization "(Terry in Thoha, 2012). Meanwhile, Mangkunegara (2011) states that the achievement of performance is due to work motivation factors, which move him as an employee to work directed at achieving organizational goals.

The results of the 2018 performance report (LAKIP 2018) show that the performance of the employees of the Kunto Darusalam District, Rokan Hulu Regency in the implementation of main tasks and functions and activities has been quite good, although there are still some outcomes (outcomes), benefits (benefits) and impacts (impacts). not in accordance with the targets that have been set, which is due to the lack of human resources who have the expected quality and the lack of facilities and infrastructure to support activities.



According to Hendra (2014), Misbahul Munir (2018) and Andi (2018) that leadership has an effect on employee performance but according to Syamsul (2019) leadership has no effect on employee performance. Furthermore, according to Gita (2018), Fidyah and Siti (2019) that motivation affects employee performance but on the contrary according to Andoi and Ahmad (2015), and Etty and Nadiatulkhoiroh (2019) motivation does not affect employee performance. In this case, the interesting problem is the influence of leadership on the motivation and performance of employees in the Kunto Darussalam District, Rokan Hulu Regency

## 2. Method

This research is a quantitative research with descriptive and explanatory survey methods to obtain an overview of the effect of exogenous variables on variables. According to Sugiyono (2012): "Quantitative data is a characteristic of a variable whose values are expressed in numerical form". using the SEM-PLS technique. To determine the direct effect, indirect effect and the total effect of exogenous variables and endogenous variables. In the study the number of samples was 39 people. Sampling using the census technique. Collecting data using a questionnaire with five categories Likert scale.

## 3. Results And Analysis

The results of the evaluation of the measurement model of three variables, namely leadership, motivation and performance, the results of the convergent validity test of the three variables were declared to have met the requirements with a loading factor value above 0.7 in detail can be seen in table 1

**Table 1.**  
Loading Factor

**Outer Loading**

	X	Y1	Y2
X1_1	0.816		
X1_2	0.799		
X1_3	0.827		
X1_4	0.864		
X1_5	0.807		
Y1_1		0.851	
Y1_10		0.773	
Y1_11		0.710	
Y1_2		0.824	
Y1_3		0.814	
Y1_4		0.745	
Y1_5		0.830	
Y1_6		0.716	
Y1_7		0.796	
Y1_8		0.717	
Y1_9		0.713	
Y2_1			0.885
Y2_2			0.956
Y2_3			0.870
Y2_4			0.873
Y2_5			0.914

The test of convergent validity is based on AVE and Commuality, that the indicator meets the requirements of convergent validity if the AVE and Commuality values are greater than 0.6, (table 2).

**Table 2.**  
Convergent Validity Test Results

	AVE	Commuality
Leadership	0.677	0.677
Motivation	0.598	0.598

	<b>AVE</b>	<b>Communality</b>
Employee Performance	<b>0.810</b>	<b>0.810</b>

The results of the reliability test by testing the construct of the variable are using Cronbach alpha and composite reliability, it can be stated that the overall composite reliability has met the requirements of more than 0.7 and Cronbach's alpha value is greater than 0.6, in detail can be seen in Table 3

**Table 3**  
Calculation Results of Composite Reliability and Cronbach Alpha

	<b>Composite Reliability</b>	<b>Cronbachs Alpha</b>
Leadership	<b>0.913</b>	<b>0.882</b>
Motivation	<b>0.942</b>	<b>0.933</b>
Employee Performance	<b>0.955</b>	<b>0.941</b>

Furthermore, testing the Goodness of fit (GOF) Model on PLS using Q-Square predictive relevance (Q2). Goodness of fit Model (GOF)” aims to predict endogenous variables to explain the diversity of exogenous variables, so that the magnitude of the contribution of exogenous variables to endogenous variables can be known, which is shown in the table

**Table 4**  
Results of Goodness of Fit Model

Variable	<b>R<sup>2</sup></b>
Motivation	0.582
Employee Performance	0.682
$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \rightarrow Q^2 = 1 - (1 - 0.582) (1 - 0.682) = 0.867$	

Then the R-square of the Motivation variable is 0.582 or 58.2%. This can indicate that the various indicator factors in the motivational variable can be explained by leadership of 58.2%, or in other words the contribution of leadership to motivation is 58.2%, while the remaining 41.8% is the contribution of other variables not discussed in this study. Furthermore, the R-square of the Employee Performance variable is 0.682 or 68.2%. This can indicate that the diversity of employee performance variables can be explained by leadership and motivation of 68.2%, or in other words the contribution of leadership and motivation to employee performance is 68.2%, while the remaining 21.8% is the contribution of other variables not discussed in this study.

Q-Square predictive relevance (Q2) is worth 0.867 or 86.7%. This can indicate that the diversity of employee performance variables can be explained by the model as a whole by 86.7%, or in other words the contribution of Leadership and Motivation to Employee Performance as a whole is 86.7%, while the remaining 13.3% is the contribution of other variables not discussed in the study. this.

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the value of T-statistics T-table (1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance test can be seen through the following table.

**Table 5**  
Significance Test Results on Variables

Variable	Coefficient	t <sub>count</sub>	t <sub>table</sub>	Sig	Alpha	Information
X -> Y1	0,763	10,579	1,986	0,000	0,050	Take effect
X -> Y2	0,406	2,394	1,986	0,017	0,050	Take effect
Y1 -> Y2	0,474	2,672	1,986	0,008	0,050	Take effect

The influence of leadership on motivation on the test results listed in the table above can be seen that the value of T statistics of the relationship between leadership and motivation is 10.579. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leadership on motivation.

The influence of leadership on employee performance, on the test results listed in the table above, it can be seen that the value of T statistics of the relationship between leadership and employee performance is 2,394. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leadership on employee performance, or in other words the second hypothesis is accepted.

The effect of motivation on employee performance on the test results listed in the table above, it can be seen that the value of T statistics of the relationship between motivation and employee performance is 2,672. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of motivation on employee performance.



The indirect effect test is carried out with the aim of testing whether there is an indirect effect of the independent variable on the dependent variable through its mediating variable. The test criteria state that if T-statistics T-table (1.96) then it is stated that there is a significant effect of exogenous variables on endogenous variables through their mediating variables. The indirect effect test results can be seen through the summary in the following table:

**Table 6**  
Indirect Effect Test Results

Exogenous	Mediation	Endogenous	Indirect Coefficient	Standard Error	T Statistics
Leadership	Motivation	Performance	0,361	0,136	2,648

Based on the tests listed in the table above, it can be seen that: The influence of leadership on employee performance through motivation obtained a T statistics value of 2,648. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leadership on employee performance through Motivasi. Therefore, motivation is stated to be able to mediate the influence of leadership on employee performance.

The conversion of the path diagram into the measurement model is intended to determine the strength of the influence between the described constructs on the effects on the model, namely direct effects and indirect effects. The model effects directly or indirectly are as presented in the following table:

**Table 7**  
Conversion of Path Diagram to Measurement Model

Exogenous	Mediation	Endogenous	Path Coefficient	Indirect Coefficient
Leadership	-	Employee Performance	0,763	-
Leadership	Motivation	Employee Performance	0,406	0,361
Motivation	-	Employee Performance	0,466	-

Based on the table above, it can be seen that the measurement model formed is as follows:

Equation 1:  $Y_2 = 0.763 X + 0.466 Y_1 + 1$

From equation 1 it can be informed that:

- The direct effect coefficient of leadership on employee performance is 0.763** which states that leadership has a positive and significant effect on employee performance. This means that the better the leadership, the more likely it is to improve employee performance.
- The direct effect coefficient of motivation on employee performance is 0.466** stating that motivation has a positive and significant effect on employee performance. This means that the better the motivation, the more likely it is to improve employee performance.

**Equation 2:**  $Y_1 = 0.763 X + 2$

From equation 2 it can be informed that:

- The indirect effect coefficient of leadership on employee performance through motivation is 0.406** which states that leadership has a positive and significant effect on motivation. This means that the better the leadership caused by the higher motivation, tends to accelerate employee performance.

Exogenous variables that have a dominant influence on endogenous variables can be identified through the highest total effect as shown in the following table:

**Table 8**  
Exogenous Variables That Have a Dominant Effect

Exogenous	Mediation	Endogenous	Path Coefficient	T Statistics
Leadership	-	Motivation	0,763	10,579
Motivation	-	Employee Performance	0,474	10,507
Leadership	-	Employee Performance	0,767	2,672
Leadership	Motivation	Employee Performance	0,361	2,648

**1. Dominant Influence on Leadership**

The variable that has the largest total effect on Leadership is Employee Performance with a total effect of 0.763. Thus, employee performance is the most influential variable or has the most dominant influence on leadership.

**2. Dominant influence on motivation**



The variable that has the largest total effect on motivation is employee performance with a total effect of 0.763. Thus, employee performance is the most influential variable or has the most dominant influence on motivation.

**Table 9**  
Indirect Effects, Direct Effects and Total Effect of Research Variables

HYPOTHESIS	VARIABLE	DIRECT INFLUENCE	%	INDIRECT EFFECT	%	TOTAL INFLUENCE	%
1	X ---> Y1	0,763	76,3			<b>0,763</b>	<b>76,3</b>
2	X ---> Y2	0,406	40,6			<b>0,406</b>	<b>40,6</b>
5	Y1 ---> Y2	0,474	47,4			0,474	47,4
6	X ---> Y2 Melalui Y1	0,406	40,6	0,362	36,2	<b>0,768</b>	<b>76,8</b>

**Keterangan :**

- X = Leadership
- Y1 = Motivation  
Employee
- Y2 = Performance

**3.1 Discussion**

Based on the results of data analysis, it can be seen that the leadership variable has a significant influence on motivation. That is, leadership has a considerable influence on motivation.

The test results listed in table 4.15 above, it can be seen that the T statistic value of the relationship between leadership and motivation is 10,579. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leadership on motivation. This explains that the current leadership has an impact on motivation.

The results of the analysis of the direct impact of leadership on motivation are 0.763, indicating that leadership has a positive and significant effect on motivation. That is, the better the leadership, the more likely it is to increase employee motivation. So that if the existing leadership is good, it will show increasing work motivation.

This is supported by the average leadership that exists and has had a good impact, this is evidenced by the average value of the performance variable of 4.34 which is included in the high category. This means that the leadership here has the ability to foster good cooperation between employees in the Kunto Darussalam district, able to complete tasks that exceed the set targets, have the ability to analyze a problem appropriately in order to provide the right solution, be able to delegate tasks to employees of the Kunto Darussalam district and have the ability to delegate tasks to employees according to their main duties and functions (tupoksi).

The results of this study are not in line with the results of research from Syamsul, et al., 2019, namely Leadership has no effect on employee performance at the South Sulawesi Provincial Forestry Service.

Based on the results of data analysis, it can be seen that the leadership variable has a significant influence on employee performance. That is, leadership has a considerable influence on employee performance.

The test results listed in table 4.15 above, it can be seen that the value of T statistics of the relationship between leadership and employee performance is 10,507. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leadership on employee performance. This explains that the leadership of the Kunto Darussalam District Office currently has an impact on employee performance.

The results of the analysis of the direct impact of leadership on employee performance are 0.767, indicating that leadership has a positive and significant effect on employee performance. That is, the better the leadership, the more likely it is to be able to improve employee performance in a better direction.

This is supported by the average leadership that exists and has had a good impact, this is evidenced by the average value of the performance variable of 4.34 which is included in the high category. This means that the leadership here has the ability to foster good cooperation between employees in the Kunto Darussalam district, able to complete tasks that exceed the set targets, have the ability to analyze a problem appropriately in order to provide the right solution, be able to delegate tasks to employees of the Kunto Darussalam district and have the ability to delegate tasks to employees according to their main duties and functions (tupoksi).



According to Wibowo (2007) performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. Meanwhile, according to Armstrong in performance management, the term competence refers to the behavioral dimensions of a role-behavior that a person needs to be able to carry out his work satisfactorily (Dharma, 2005).

Based on the results of data analysis, it can be seen that the motivation variable has a significant influence on performance. That is, motivation has a considerable influence on performance.

The test results listed in table 4.15 above, it can be seen that the value of T statistics of the relationship between motivation and performance is 2.672. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of motivation on employee performance. This explains that the motivation of employees has an impact on employee performance.

The results of the analysis of the direct impact of motivation on employee performance are 0.474, indicating that motivation has a positive and significant effect on employee performance. That is, the higher the motivation, the more likely it is to be able to improve employee performance on an ongoing basis. So that if the employees are better motivated to work, it will show the better their performance.

This is supported by the average motivation of employees is classified in a good category, this is evidenced by the average value of the performance variable of 4.55 which is included in the high category. This means that in my work I prioritize the responsibilities that have been set, carry out tasks according to targets, carry out challenging tasks, the results of work that have been carried out receive feedback from the leadership for improvement, are happy in carrying out tasks, try to always improve performance beyond colleagues others, in carrying out their duties, prioritize work performance in accordance with the main tasks and functions (tupoksi), always balance the needs of life and work needs, happy to receive praise for the work I do from the leadership and co-workers, want to get additional incentives and want attention to be promoted by the leadership.

#### **4. Conclusions**

Based on the results of the discussion that has been carried out, there are several conclusions that can be concluded in this study as follows:

- a There is an influence of leadership on employee performance in Kunto Darusalam District, Rokan Hulu Regency
- b There is an influence of motivation on employee performance in Kunto Darusalam District, Rokan Hulu Regency
- c There is an influence of leadership on employee motivation in Kunto Darusalam District, Rokan Hulu Regency
- d There is an influence of leadership through motivation on the performance of the employees of Kunto Darusalam District, Rokan Hulu Regency

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