

The Influence of Leadership Style and Competence on Employee Performance with Work Motivation as a Mediating Variable at PT Sembilan Dimensi Jakarta

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ABSTRACT

This study aims to determine and examine the effects of leadership style and competence on employee performance, considering the mediating role of work motivation at PT. Sembilan Dimensi Jakarta. The research employs an associative method with a quantitative approach. The sample includes 50 respondents, all employees of PT. Sembilan Dimensi Jakarta, using a saturated sampling technique since the entire population was surveyed. Data analysis was performed using the SEM-PLS method. The findings indicate that (a) leadership style does not influence employee work motivation, (b) competence significantly influences employee work motivation, (c) leadership style significantly affects employee performance, (d) competence does not impact employee performance, (e) work motivation significantly influences employee performance, (f) leadership style does not affect employee performance through work motivation, and (g) competence does not impact employee performance through work motivation. The conclusion of this study is that work motivation plays a crucial role in the relationship between competence and employee performance, but not in the relationship between leadership style and employee performance

INTRODUCTION

In the current era of globalization, the success of a company or organization is determined by its competitive advantage. This advantage can be achieved through several factors, one of which is the internal capabilities and resources of the company. Every company must have high-quality resources. Assessing the quality of human resources is essential for filling every level of the organizational structure with individuals who possess the necessary skills and qualifications. This is crucial for the effective operation of the company or organization, allowing it to achieve its desired goals or targets.

To reach these goals or targets, companies must recruit and establish specific criteria required by the organization. Human resources are considered one of the most important factors, playing a key role in maintaining the sustainability, credibility, and public trust of the organization. Emphasizing human resources as a valuable asset in the organization is vital. Human resources are significantly utilized as drivers of other resources and hold a strategic position that contributes to achieving the company's organizational performance with a competitive edge, ultimately leading to superior employee performance. PT Sembilan Dimensi Jakarta is an event management company specializing in strategic marketing and event organizing. It collaborates with the government, national private companies, and state-owned enterprises (BUMN). The company consistently prioritizes its human resources to ensure optimal performance, thereby achieving organizational goals. Employee performance is inherently individual, as each employee possesses unique qualifications and performance levels related to their tasks. According to Robbins and Coulter (2016, p. 260), performance is the result achieved by an employee based on specific job-related criteria. Moehariono (2012, p. 95) describes performance as a measure of the achievement level in executing a program, activity, or policy to realize the organization's goals, objectives, vision, and mission as outlined in its strategic plan. Therefore, performance is the fulfillment of tasks by employees according to their respective responsibilities to achieve the organization's predetermined goals. Essentially, performance is individual, as each employee has different capabilities for performing their work. Performance depends on a combination of skills, effort, and opportunities, meaning it is the result of employees' work over a specific period, focusing on their work during that time.

Declining employee performance can significantly impact the company's stability. Employees with poor performance and low work enthusiasm will hinder the achievement of the company's targets, making it difficult for the company to compete with others. The company will struggle to reach its goals if its employees do not perform well. The performance overview of PT Sembilan Dimensi Jakarta employees, based on data processed from the administrative staff, can be seen in the following table:

Table 1. Employee Performance for the Period of 2022-2023

| Assessment | 2022 | | | 2023 | | | |
|---------------------|------------|---------------|-----------|------------|---------------|-----------|-----------|
| | Weight (%) | Caption Value | Score (%) | Weight (%) | Caption Value | Score (%) | |
| Work Quality | 20 | 70 | 14 | 20 | 65 | 13 | |
| Work Quantity | 20 | 80 | 16 | 20 | 65 | 13 | |
| Consistency in Work | 10 | 80 | 8 | 10 | 70 | 7 | |
| Collaboration | 10 | 80 | 8 | 10 | 70 | 7 | |
| Employee Creativity | 10 | 80 | 8 | 10 | 80 | 8 | |
| | | | 54 | | | | 48 |

Source: Administrative Staff of PT Sembilan Dimensi Jakarta

Based on the table above, the performance data of employees at PT Sembilan Dimensi Jakarta indicates a decline. Over the past two years, employee performance has decreased, from 52 in 2022 to 48 in 2023. This continuous decline suggests that employee performance has not been optimal. Factors suspected to influence this suboptimal performance include leadership style, competence, and work motivation.

Leadership style is considered a primary factor affecting employee performance. It refers to the way a leader influences group members to achieve organizational goals. Rivai (2014, p. 42) defines leadership style as a combination of traits that leaders use to inspire and guide their subordinates toward organizational objectives. It encompasses the behaviors and strategies that leaders prefer and often employ. Effective leadership is crucial in a company to enhance employee performance in pursuit of the company's goals. Employee performance improves when leaders can motivate their team to be enthusiastic and diligent in their tasks.

Observations of the leadership style at PT Sembilan Dimensi Jakarta reveal that the current leadership approach does not align with organizational goals. It fails to provide freedom and responsibility in executing tasks, which hinders the achievement of mature and responsible performance. The issue with the leadership style is that it does not optimize the organization's potential and does not adapt to external environmental demands, such as meeting employees' needs. Therefore, if the leadership style improves, it can positively influence employee performance.

Competence is the second factor thought to influence employee performance. It is defined as the ability to perform a particular job or activity effectively, combining knowledge, skills, attitudes, and attributes to achieve specific goals. Wibowo (2014, p. 110) describes competence as the capacity to execute a job or task based on skills and knowledge, supported by the necessary work attitude. Consequently, an individual's competence directly impacts their performance. Employees with competencies aligned with their duties and responsibilities tend to be more productive, and strong competence usually enhances the quality of work. When skills and knowledge are properly applied,

they enable individuals to complete their tasks more efficiently. Therefore, possessing strong competence can significantly improve job performance.

Work motivation is the third factor believed to influence employee performance, also acting as a mediating variable. Work motivation refers to the internal drive or mental state that compels an individual to take action and achieve workplace goals. It encompasses the impulses, desires, or needs that inspire individuals to act productively and reach desired outcomes in a work setting. According to Wibowo (2014, p. 379), work motivation is the driving force behind a series of human behaviors aimed at achieving goals. Key elements of motivation include initiating, directing, maintaining, demonstrating intensity, being continuous, and having a purpose. Motivation drives, channels, and sustains behavior, fostering the will and readiness to work. High work motivation is expected from every employee, as it subsequently enhances productivity.

Based on initial observations by the researcher at PT Sembilan Dimensi Jakarta and interviews with several employees, it was found that while there is generally high work motivation, as evidenced by bonuses for overtime work, issues arise from a lack of personal closeness and attention from superiors. This tends to make motivation purely self-driven, leading to disagreements and misunderstandings among employees. Consequently, work motivation can decline. Therefore, evaluation and development are necessary to enhance employee performance at the company. Thus, it can be said that high work motivation positively influences employee performance.

LITERATURE REVIEW

Employee performance is the outcome achieved by an individual or group within an organization as they work to meet organizational goals in compliance with established laws and regulations. According to Robbins (2016, p. 260), performance is the result an employee achieves in their work based on specific job-related criteria. Mangkunegara (2016, p. 67) defines performance as the actual work or job performance attained by an individual, encompassing the quality and quantity of work completed according to their responsibilities. Edison et al. (2016, p. 190) describe performance as the result of a process measured over a specified period, based on predetermined criteria and agreements. Moehersono (2012, p. 95) explains that performance illustrates the level of achievement in implementing a program, activity, or policy to realize the goals, objectives, vision, and mission of an organization as outlined in its strategic plan.

Based on these definitions from various experts, it can be concluded that employee performance is closely related to the achievement of work results within an organization, encompassing the quality, quantity, and timeliness of the work. To achieve organizational or company goals, performance is measured using several dimensions. According to Mangkunegara (2016, p. 61), these dimensions and performance indicators include: (1) Work results with indicators such as work quality, work quantity, time efficiency, and task execution; (2) Performance behavior with indicators such as initiative and accuracy; (3) Personal traits with indicators such as leadership, honesty, and creativity.

Leadership style refers to a leader's method of influencing others through their behavior or personality. Hasibuan (2012, p. 167) describes leadership style as the way a leader encourages their subordinates to collaborate and be productive in achieving organizational goals. Similarly, Rivai (2014, p. 42) defines leadership style as a combination of traits leaders use to influence their subordinates toward organizational objectives. It also encompasses the behavior patterns and strategies a leader commonly employs. Thus, leadership style is the leader's ability to guide, influence, and motivate subordinates to achieve optimal performance and fulfill the company's aspirations.

To measure leadership style, several dimensions are used: (1) Characteristics used by leaders to influence their subordinates, with indicators such as consultation in decision-making, problem-solving accuracy, and providing solutions to work adjustments; (2) Aiming to achieve organizational goals, with indicators such as clear and effective planning, monitoring and evaluation, and teamwork in completing tasks; (3) Preferred behavior patterns and strategies frequently used by a leader, with indicators such as directing subordinates as desired, allowing freedom of expression, and desiring specialized skills.

Competence refers to an individual's ability to perform tasks and fulfill responsibilities, supported by relevant skills and knowledge. Wibowo (2014, p. 110) defines competence as the capacity to execute a job or task based on skills and knowledge, complemented by the necessary work attitude. Similarly, Edison et al. (2016, p. 142) describe competence as an individual's ability to perform a job correctly and excel, based on their knowledge, skills, and attitude.

There are several dimensions to measure competence: (1) Working Ability, with indicators such as the ability to perform tasks well, collaboration skills, and problem-solving abilities; (2) Knowledge-Based Excellence, with indicators such as job-related knowledge, willingness to enhance knowledge, and creative ideation; (3) Skills and Attitude, with indicators such as expertise in their field, professionalism, and problem-solving capabilities.

Work motivation is the internal or external force that drives an individual to have enthusiasm, desire, and a strong willingness to engage in work activities. Berelson and Steiner, as cited by Sunyoto (2012, p. 11), describe motivation as a conscious effort to influence someone's behavior toward achieving organizational goals. Wibowo (2014, p. 379) defines motivation as the drive behind a series of human behaviors aimed at achieving goals. Key elements of motivation include initiating, directing, sustaining, demonstrating intensity, maintaining continuity, and having a clear goal.

The dimensions used to measure work motivation, according to Hasibuan (2012, p. 162), are: (1) Achievement Motivation, with indicators such as motivation to achieve results, self-improvement motivation, and motivation to grow and enhance performance; (2) Power Motivation, with indicators such as motivation when given responsibilities to make decisions, seeking roles or positions of authority, and reaching high positions in the organizational hierarchy; (3) Affiliation Motivation, with indicators such as active involvement in social activities, preferring teamwork, feeling connected with people around, and taking actions to help others.

METHODOLOGY

This study employs an associative method with a quantitative approach. Sugiyono (2018, p. 65) explains that associative research aims to determine if there is a relationship between the variables being studied. In contrast, Creswell (2010, p. 24) defines the quantitative approach as the measurement of numerical data and objective statistics through scientific calculations. This data is gathered from a sample of individuals or residents who respond to survey questions about the frequency and percentage of their responses.

The population and sample size consist of 50 employees of PT. Sembilan Dimensi Jakarta, with sampling done through non-probability sampling using a saturation technique. Data collection method involves distributing questionnaires using Google Forms. The analysis method employed in this study is SEM-PLS using SmartPLS 4.0 application, utilizing measurement models (outer model), structural models (inner model), and statistical tests.

RESULTS AND DISCUSSION

Result

The data resulting from the analysis using SmartPLS 4.0 yields the outer loading output picture, as follows:

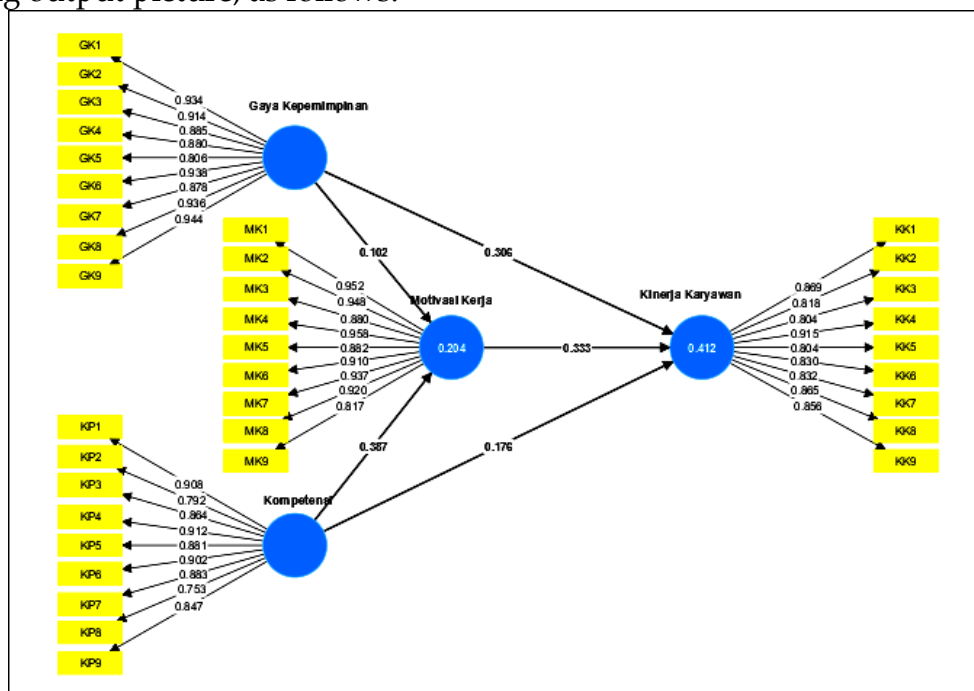


Figure 1. Output Outer Loading
Source: Data Processing Results

1. Outer Model

Validity Testing

Validity testing was conducted using convergent validity testing and discriminant validity testing.

a. Convergent Validity Testing

Convergent validity is commonly assessed using the loading factor method. An indicator is deemed to have convergent validity if its outer loading value exceeds 0.7 (Ghazali, 2014, p. 40). According to the evaluation results in Figure 4.5 above, all indicators for each variable have an outer loading value greater than 0.7. This indicates that all indicator items are valid and reliable in terms of convergent validity, affirming their suitability as measurement tools in this research.

b. Discriminant Validity Testing

This test measures indicators based on cross loading with their latent variables. The AVE (Average Variance Extracted) value, which serves as an indicator, must be greater than 0.05. The results of the analysis yielded the following AVE values:

Table 2. Average Variance Extracted (AVE)

| Variable | <i>Average Variance Extracted (AVE)</i> | Description |
|------------------|---|-------------|
| Leadership Style | 0,815 | Valid |
| Competence | 0,713 | Valid |
| Work Motivation | 0,743 | Valid |
| Performance | 0,833 | Valid |

Source: Data Analysis Results

Based on the analysis results in Table 2 above, it can be explained that the AVE values for each variable are greater than 0.5. Therefore, all indicators are considered to have good discriminant validity, meaning all research instruments are deemed appropriate as measurement tools for the study.

Reliability Testing

In reliability testing, an instrument is considered to have good reliability if the Cronbach's Alpha and Composite Reliability values are greater than 0.7. The results of the analysis can be seen in the following table.

Table 3. Composite Reliability and Cronbach's Alpha

| Variable | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | Description |
|------------------|-------------------------|------------------------------|-------------|
| Leadership Style | 0,971 | 0,975 | Reliable |
| Competence | 0,956 | 0,963 | Reliable |
| Work Motivation | 0,975 | 0,978 | Reliable |
| Performance | 0,949 | 0,957 | Reliable |

Source: Data Analysis Results

According to the analysis results in Table 3 above, it is evident that both the Cronbach's Alpha and Composite Reliability values for each variable exceed 0.70. Therefore, all research variables are considered reliable or consistent. This means that all research instruments are deemed consistent, and if these instruments are tested again, the results will remain the same (consistent).

1. Inner Model

The Inner Model delineates connections between latent variables based on substantive theory. It serves as a structural framework to examine the hypothesized relationships between exogenous constructs and endogenous variables (Ghazali, 2014, p. 45). The assessments applicable to the Inner Model include:

R-Square Testing (R2)

R-Square is employed to gauge the extent to which endogenous variable constructs are elucidated by exogenous variables. An R-Square value of 0.75 signifies a strong explanation, 0.50 indicates moderate, and 0.25 indicates weak. The analysis outcomes are presented in the table below.

Table 4. Analysis Results of R-Square (R2)

| Variable | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | Description |
|------------------|-------------------------|------------------------------|--------------------|
| Leadership Style | 0,971 | 0,975 | Reliable |
| Competence | 0,956 | 0,963 | Reliable |
| Work Motivation | 0,975 | 0,978 | Reliable |
| Performance | 0,949 | 0,957 | Reliable |

Source: Data Analysis Results

According to the analysis results in Table 4 above, it is evident that both the Cronbach's Alpha and Composite Reliability values for each variable exceed 0.70. Therefore, all research variables are considered reliable or consistent. This means that all research instruments are deemed consistent, and if these instruments are tested again, the results will remain the same (consistent).

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Table 5. Analysis Results of R-Square (R2)

| Variabel | R Square | R |
|----------------------|----------|-----------------|
| | | Square Adjusted |
| Work Motivation | 0,704 | 0,773 |
| Employee Performance | 0,712 | 0,777 |

Source: Data Analysis Results

According to the analysis in Table 5 above, the R-Square value for the Work Motivation variable is 0.704, or 70.4%, indicating that Leadership Style and Competence collectively contribute 70.4% to Work Motivation. The remaining 29.6% is attributed to other independent variables not examined in this study. Furthermore, the R-Square value for Employee Performance is 0.712, or 71.2%, indicating that Leadership Style, Competence, and Work Motivation together contribute 71.2% to Employee Performance. Thus, the model in this study suggests that variables like self-regulation and career adaptability make only a minimal contribution.

F-Square Testing (F2)

F-Square analysis is performed to assess the impact size of endogenous variables on exogenous variables. The degree of influence is categorized as follows: $F2 = 0.02$ indicates a small effect; $F2 = 0.15$ indicates a moderate effect, and $F2 = 0.35$ indicates a large effect (Sarstedt et al., 2017). The analysis results are presented in the table below.

Table 6. Analysis Result of F-Square (F2)

| Variable | Work Motivation | Employee Performance |
|------------------|-----------------|----------------------|
| Leadership Style | 0,009 | 0,108 |
| Competence | 0,129 | 0,032 |
| Work Motivation | - | 0,150 |
| Performance | - | - |

Source: Data Analysis Results

From Table 6 above, it can be explained as follows:

- The leadership style variable shows an $F2$ value of 0.009 towards work motivation, indicating $F2 (0.009) < 0.02$, suggesting a small effect of leadership style on work motivation.
- The competence variable demonstrates an $F2$ value of 0.129 towards work motivation, indicating $0.02 < F2 (0.129) < 0.15$, indicating a moderate effect of competence on work motivation.
- The leadership style variable exhibits an $F2$ value of 0.108 towards employee performance, indicating $0.02 < F2 (0.108) < 0.15$, suggesting a moderate effect of leadership style on employee performance.

- d) The competence variable shows an F2 value of 0.032 towards employee performance, indicating $0.02 < F2 (0.032) < 0.15$, indicating a moderate effect of competence on employee performance.
- e) The work motivation variable has an F2 value of 0.150 towards employee performance, indicating $F2 (0.150) = 0.15$, indicating a moderate effect of work motivation on employee performance.

Hypothesis Testing

Hypothesis testing aims to ascertain the impact and significance of independent variables on dependent variables. This process involves analyzing the t-statistic and probability values (Hussein, 2015:21). When testing hypotheses at a 5% alpha level with a t-statistic threshold of 1.96, significance is determined by a t-statistic > 1.96 and $p < 0.05$.

1) Direct Effect

Direct influence in this analysis refers to the direct relationships between the variables measured in the model. The results of the direct testing are as follows:

Table 7. Direct Effect

| Variable | Original sample (O) | Sample mean (M) | T-Statistics | P-Value |
|---|---------------------|-----------------|--------------|---------|
| Leadership Style → Work Motivation | 0,102 | 0,106 | 0,707 | 0,480 |
| Competence → Work Motivation | 0,387 | 0,391 | 2,736 | 0,006 |
| Leadership Style → Employee Performance | 0,306 | 0,309 | 2,396 | 0,017 |
| Competence → Employee Performance | 0,176 | 0,184 | 1,336 | 0,182 |
| Work Motivation → Employee Performance | 0,333 | 0,331 | 2,291 | 0,022 |

Source: Data Analysis Results

Based on the analysis results in Table 7 above, it can be explained as follows:

a) The Influence of Leadership Style on Work Motivation

From the hypothesis test results, a t-statistic value of $0.707 < 1.96$ and a p-value of $0.480 > 0.05$ were obtained, indicating that leadership style does not significantly influence employee work motivation.

b) The Influence of Competence on Work Motivation

From the hypothesis test results, a t-statistic value of $2.736 > 1.96$ and a p-value of $0.006 < 0.05$ were obtained, indicating that competence significantly influences employee work motivation.

c) The Influence of Leadership Style on Employee Performance

From the hypothesis test results, a t-statistic value of $2.396 > 1.96$ and a p-value of $0.017 < 0.05$ were obtained, indicating that leadership style significantly influences employee performance.

d) The Influence of Competence on Employee Performance

From the hypothesis test results, a t-statistic value of $1.336 < 1.96$ and a p-value of $0.182 > 0.05$ were obtained, indicating that competence does not significantly influence employee performance.

e) The Influence of Work Motivation on Employee Performance

From the hypothesis test results, a t-statistics value of $2.291 > 1.96$ and a p-value of $0.022 < 0.05$ were obtained, indicating that work motivation significantly influences employee performance.

2) Indirect Effect

Indirect effects will help validate the underlying theory of the conceptual model. If significant indirect effects are found, they can strengthen empirical evidence regarding the relationship between variables. The results of the indirect testing are as follows:

Table 8. Indirect Effect

| Variable | Original sample (O) | Sample mean (M) | T-Statistics | P-Value |
|--|---------------------|-----------------|--------------|---------|
| Leadership Style ▪ Work Motivation ▪ Employee Performance | 0.034 | 0.038 | 0,594 | 0.552 |
| Competence ▪ Work Motivation ▪ Employee Performance | 0.129 | 0.127 | 1,726 | 0.084 |

Source: Data Analysis Results

Based on the analysis in Table 8 above, it can be explained as follows:

a) The Impact of Leadership Style on Employee Performance via Work Motivation

Based on the hypothesis test results, a t-statistics value of $0.594 < 1.96$ and a p-value of $0.552 > 0.05$ indicate that leadership style does not have a significant impact on employee performance through work motivation.

b) The Impact of Competence on Employee Performance via Work Motivation

Based on the hypothesis test results, a t-statistics value of $1.726 < 1.96$ and a p-value of $0.084 > 0.05$ indicate that competence does not have a significant impact on employee performance through work motivation.

Discussion

- The Influence of Leadership Style on Employee Work Motivation

Based on the hypothesis test results, it was found that Leadership Style does not impact Employee Work Motivation, as the t-statistics value is $0.707 < 1.96$ and the p-value is $0.480 > 0.05$. This finding is consistent with research conducted by Merlin Nadia and Afrizal (2023), indicating that leadership style lacks a positive and significant influence on employee work motivation. However, this contrasts with findings from Nur A'yanil Jannah et al. (2021) and

Syukur S. Mendrofa et al. (2021), which suggest that leadership style does affect work motivation. This discrepancy can be explained by the mismatch between leadership styles and the needs or preferences of individual or group employees, potentially diminishing motivation. For instance, an authoritarian leader may not effectively motivate a team that values collaboration and participation.

- The Influence of Competence on Employee Work Motivation

Based on the hypothesis test results, Competence significantly influences Employee Work Motivation, with a t-statistics value of 2.736, exceeding 1.96, and a p-value of 0.006, below 0.05. This finding is consistent with research by Cucu Nurjanah & Solehudin (2023) and Tati Herlina et al. (2022), which suggests that competence has a notable impact on work motivation. This phenomenon can be attributed to employees possessing relevant skills or competencies for their tasks, which enhances motivation. Successful task completion or high performance can further bolster self-confidence and motivation levels.

- The Influence of Leadership Style on Employee Performance

Based on hypothesis testing results, Leadership Style has a significant influence on Employee Performance, with a t-statistics value of 2.396 > 1.96 and a p-value of 0.017 < 0.05. This finding is supported by research from Tintin S (2010), Gunawan Laliasa et al. (2018), Alwi Suddin and Sudarman (2010), and Siswanto Wijaya Putra (2015), which highlight the substantial impact of leadership style on employee performance. However, it contrasts with Suwanto's (2019) study, which found no effect of leadership style on employee performance. This difference can be attributed to the ability of leadership styles that inspire and motivate employees, thereby enhancing performance. Leaders who articulate a clear vision and effectively communicate organizational goals can ignite enthusiasm and productivity among their teams.

- The Influence of Competence on Employee Performance

Based on the hypothesis testing results, Competence does not affect Employee Performance, as indicated by the t-statistics value of 1.336 < 1.96 and the p-value of 0.182 > 0.05. This finding aligns with research by Nurlindah & Abdul Rahman Rahim (2018), which found no significant impact of competence on employee performance. However, it contrasts with findings by Cucu Nurjanah & Solehudin (2023) and Feb Amni and Hayati (2017), who identified a positive and significant influence of competence on employee performance. This discrepancy can be explained by the mismatch between employees' competence and the specific tasks and responsibilities of their job, potentially limiting the positive impact of competence on performance.

- The Influence of Work Motivation on Employee Performance

According to the hypothesis testing results, Work Motivation has a significant impact on Employee Performance, as evidenced by the t-statistics value of 2.291 > 1.96 and the p-value of 0.022 < 0.05. This finding is consistent with research findings from Nurlindah & Abdul Rahman Rahim (2018) and Alwi Suddin and Sudarman (2010), which demonstrate a notable influence of work motivation on employee performance. This can be attributed to motivated employees typically displaying higher energy levels and greater dedication to their work.

- The Influence of Leadership Style on Employee Performance with Work Motivation as a Mediating Variable

Based on the hypothesis testing results, it was determined that Leadership Style does not significantly impact Employee Performance through Work Motivation, as indicated by the t-statistics value of $0.594 < 1.96$ and p-value of $0.552 > 0.05$. This finding is in line with Irwadana Juliandri Nadeak's research (2022), which concluded that motivation does not serve as a mediator between leadership style and employee performance. However, this contrasts with studies by Ni Wayan Ratna Sari et al. (2023) and Ilzar Daud & Nur Afifah (2021), which found that work motivation positively and significantly mediates the influence of leadership style on performance. This discrepancy can be attributed to leadership styles that fail to meet employees' needs and preferences, leading to mismatches. A leadership style that does not understand or support individual needs may not effectively motivate employees, thereby failing to improve performance.

- There is an Influence of Competence on Employee Performance with Work Motivation as a Mediating Variable.

Based on the hypothesis testing results, it was determined that Competence does not significantly impact Employee Performance through Work Motivation, as evidenced by the t-statistics value of $1.726 < 1.96$ and p-value of $0.084 > 0.05$. This finding aligns with Rusdiana et al.'s research (2023), which concluded that work motivation does not act as a mediator between competence and employee performance. In contrast, Ani Setyowati et al.'s study (2023) found that work motivation does mediate this relationship. This discrepancy may arise from mismatches between assigned tasks and the employee's competence, potentially limiting competence's direct influence on performance through motivation.

CONCLUSIONS AND RECOMMENDATIONS

1. Leadership style does not affect employee work motivation, as leadership styles that do not align with individual or group employee needs or preferences and do not provide support or recognition for employee contributions can reduce motivation. Expectations and goals are not clearly communicated by leaders, leading to low employee work motivation.
2. Competence significantly influences employee work motivation, as employees with relevant competencies or skills for their tasks tend to be more motivated. Employees with skills aligned with their job tasks will have high motivation.
3. Leadership style significantly impacts employee performance, as inspiring and motivating leadership tends to enhance performance. Leaders who provide guidance, support, and direction to employees can help them feel supported in achieving their goals, thereby boosting confidence and performance.
4. Competence does not affect employee performance, as competence that does not align with job tasks and responsibilities does not positively impact

performance. Limited opportunities to develop and improve competencies hinder the influence of competence on performance.

5. Work motivation has a profound impact on employee performance. Motivated employees exhibit greater energy and dedication, leading to enhanced creativity and innovation in task completion, ultimately boosting overall performance.
6. The leadership style does not directly impact employee performance through work motivation. Leadership styles that fail to grasp or support individual needs may prove ineffective in motivating employees, thereby not contributing to performance enhancement.
7. Competence does not affect employee performance through work motivation, as tasks or jobs that do not require or align with employee competencies may not fully reflect their competency levels. This can reduce the direct impact of competence on performance through motivation.

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