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Analysis of the Impact of Leadership Style and Perceived Organizational Support on Employee Performance Mediated with Work Motivation Case Study Account Officer Micro ULamm PNM Madiun Branch

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ABSTRACT

This research aims to analyze the influence of leadership style and perceived organizational support (POS) on employee performance with work motivation as an intervening variable. Data collection methods were carried out using questionnaires and interviews. The population that was the object of research was the entire ULamm AOM with a sample of 71 people. This research uses partial least squares (PLS) to test the hypothesis. The results of this research show that leadership style and POS have a positive effect on employee performance. Leadership style does not affect motivation, but POS affects motivation. Motivation also does not affect performance. In addition, work motivation cannot mediate the relation between leadership style and POS on employee performance

INTRODUCTION

In line with the development of information and technology, the pace of development of business life is getting faster. The banking industry is increasingly competitive because competition is getting tougher, therefore innovation is needed. One of the best forms of innovation is to invest in human resources. Hasibuan (2020) explained that human resource management (HRDM) is an aspect of expertise that can be used to manage employee roles more effectively and efficiently to achieve the vision, mission, and interests of the company, employees, and society.

Every organizational task can be completed with the most efficient and effective use of time, energy, money, and other resources with good performance. Mangkunegara (2018) stated that the quality, quantity, and level of responsibility of the tasks performed can be used to evaluate employee performance. Performance appraisals should be carried out by the company regularly.

In State-Owned Enterprises (BUMN) financial services industry, performance assessments are always based on the Company Budget Work Plan (RKAP) targets. One company that continually evaluates employee performance is PT. Permodalan Nasional Madani (PNM). One of the programs owned by PNM is the Micro Capital Services Unit (ULaMM) which provides financial services for micro, small and medium business entrepreneurs.

PNM has 62 branch offices with a total of 645 ULaMM units. One of the PNM branch offices is Madiun branch office which has 18 ULaMM unit offices. Madiun Branch Office is one of the main branches, because it has a large number of outstanding and ULaMM units. Based on observations at PNM ULaMM Madiun Branch, there is a phenomenon that employee performance is still not optimal. One of the employee performance assessments at PNM ULaMM is to look at the amount of loan disbursement. The following is data on ULaMM Madiun Branch loan distribution.

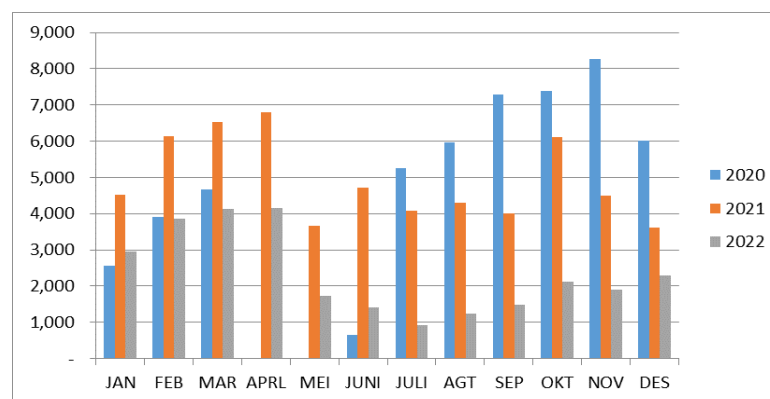


Figure 1. ULaMM Madiun Branch Loan Distribution 2020-2022

Source: PNM (2023)

In Figure 1, it can be seen that lending at ULaMM Madiun Branch has decreased, indicating that there is a gap in business phenomena that requires a strategy to improve it. The downward trend in the number of lending experienced, especially from 2020 to 2022, shows a decline in employee performance. This is a concern for the company and must be resolved immediately so that employee performance can improve again. The problem in this study is how to improve employee performance at PNM ULaMM. Various studies show

that factors influencing performance are employee performance motivation, leadership style and perceived organizational support (POS) (Fahmi, 2021; Purnamasari et al., 2019; Saltson & Nsiah, 2015; Sun, 2019; Yusrizal et al., 2019; ., 2020; Karaalioglu & Karabulut, 2019; Purwati & Triyaningsih, 2011).

Motivation in the workplace is an important factor that can impact employee performance. Building strong inspiration can drive extraordinary results or execution and the nature of the work done.

This means that employees perform better when they are motivated at work. Research results that explain the positive impact of motivation on employee performance include Afandi & Bahri (2020); Azhar & Alfihamsyah (2021); Ekhsan (2019); Intifada & Santoso (2019); Pane (2019); Primandaru et al. (2018); Sembiring (2020); Tarigan & Rozzyana (2018); and Wijaya & Laily (2021). In contrast to research results which state that motivation does not affect employee performance, namely Astuti (2020); Astuti et al. (2021); Daspar (2020); Hidayat (2021); Lamere et al. (2021); Sinaga & Hidayat (2020) and Wiryang et al. (2019). This confirms that there is a gap in the results of study on the effect of motivation on employee performance.

Another crucial factor affecting employee performance is leadership style. Leadership style influences success and improved performance. With the leadership style, a leader can manage a company and motivate employees to improve their performance (Suwarno and Bramantyo, 2019). Previous research that proved leadership style has a positive influence on employee performance is Aisah (2020); Coal (2020); Efendi (2020); Jamaludin (2017); Jayanti & Wati (2019); Nasution & Ichsan (2020); Prastyo (2021); Setiawan (2019); and Yuniarti & Suprianto (2020). However, different research results proved that leadership style does not influence employee performance, including Dumadi et al. (2020); Kamaruddin et al. (2022); Lamere et al. (2021); Mogot et al. (2019); Rosalina & Wati (2020); and Sari & Cipto (2018). Thus, there is a gap in the research results on the effect of leadership style on employee performance.

The relation between leadership style and employee motivation is also demonstrated by different research. Several studies stated that leadership style has a positive effect on motivation are Afifah & Asnur (2021); Hill et al. (2019); Mendrofa (2021); Mufarraha (2022); Nengsih & Armida (2022); Nugroho & Wiradharma (2021); Nuraeni et al. (2019) and Wowor et al. (2019). However, research by Febriandiny & Husniati (2022) showed that leadership style hurts motivation. There is also another study by Basuki et al. (2017)

that explained that leadership style does not affect motivation. This confirms that there is a gap in the study results on the effect of leadership style on motivation.

Next factor that influences employee performance is perceived organizational support (POS). Performance and POS are interrelated and influence each other. POS is related to employees' perceptions or assessments about how much their contributions are appreciated by the company and how well they are looked after. This can be achieved with factors such as remuneration, job enrichment, awards, promotions, verbal rewards, and so on (Aselage & Eisenberger, 2003; Eisenberger et al., 2019; L. da. E. Rhoades & R., 2002). Organizations show their support for employees through verbal and nonverbal behavior (Martin J. & Fellenz, 2010).

Several studies related to POS and employee performance show different results. Study by Ariyanto et al. (2019); Hafifah (2022); Sabir et al. (2022) and Virgolino et al. (2023) proved that POS has a positive influence on employee performance. However, research by Alfiana (2020) and Neves & Eisenberger (2012) showed different results, namely that POS does not influence employee performance. This shows that there is a research gap in this study.

Next, the relation between POS and work motivation has been examined by some researchers. Study that showed that POS has a positive influence on motivation includes Budiastuti et al. (2021); Imtiaz et al. (2018); and Mkwizu (2020). However, different research results were shown by Saltson & Nsiah (2015) which proved that POS does not influence motivation. This shows that there is a research gap in this research.

Motivation is a mediating variable and can be a direct relation mediator between leadership style and employee performance, as stated by Bukit (2019) and Pane (2019), but there are also research results that stated that motivation cannot be a mediator of the effect of leadership style on employee performance, namely research by Astuti (2020); Lamere et al. (2021) and Sopian (2022). This proves that there is a gap in the research results on the relation between employee motivation and performance.

Based on the description of previous research results which have inconsistency in results (research gap) and the problems described above, research was carried out with the title "Analysis of the Impact of Leadership Style and Perceived Organizational Support on Employee Performance Mediated by Work Motivation (ULaMM Micro Account Officer Case Study)".

METHODS

This research is quantitative research with the population as the object of the research being all AOM ULaMM with a sample of 71 people. The data collection method was carried out using a questionnaire to 71 respondents and by interviewing related ULaMM officials. The questionnaire distributed used a Likert scale, with responses

divided into five levels starting from "strongly agree" with point 5 to "strongly disagree" with point 1. Hypothesis testing was carried out using path analysis with the SEM-PLS method using the SmartPLS application.

RESULTS AND DISCUSSION

The results of this study data analysis are explained in two testing, that are outer model and inner model.

Outer Model Analysis

a. Convergent validity

Convergent validity testing uses the outer loading or loading factor value. The indicator is declared good in fulfilling convergent validity if the outer loading value is > 0.5 . Following are the outer loading values for each indicator.

Table 1. Outer Loading

variable	Indicator	Outer Loading
Leadership Style (X_1)	$X_{1.1}$	0,722
	$X_{1.2}$	0,831
	$X_{1.3}$	0,650
	$X_{1.4}$	0,810
	$X_{1.5}$	0,785
	$X_{1.6}$	0,838
	$X_{1.7}$	0,851
	$X_{1.8}$	0,845
	$X_{1.9}$	0,709
	$X_{1.10}$	0,830
	$X_{1.11}$	0,819
	$X_{1.12}$	0,847
Perceived organizational support (POS)(X_2)	$X_{2.1}$	0,886

	X _{2.2}	0,843
	X _{2.3}	0,843
	X _{2.4}	0,891
	X _{2.5}	0,861
	X _{2.6}	0,831
	X _{2.7}	0,588
	X _{2.8}	0,782
	X _{2.9}	0,617
	X _{2.10}	0,550
Work motivation (Z)	Z _{.1}	0,719
	Z _{.2}	0,672
	Z _{.3}	0,809
	Z _{.4}	0,787
	Z _{.5}	0,823
	Z _{.6}	0,746
	Z _{.7}	0,824
	Z _{.8}	0,586
	Z _{.9}	0,798
	Z _{.10}	0,755
Employee performance (Y)	Y _{.1}	0,810
	Y _{.2}	0,809
	Y _{.3}	0,818
	Y _{.4}	0,785
	Y _{.5}	0,896

	Y _{.6}	0,859
	Y _{.7}	0,901
	Y _{.8}	0,749
	Y _{.9}	0,719
	Y _{.10}	0,892

The table explains that each variable indicator has an outer loading value > 0.5 . This data proves that there are no variable indicators that have an outer loading value below 0.5. So it is concluded that the instrument (measuring tool) used meets the convergent validity test.

a. Discriminant validity

Discriminant validity testing is used to see the extent to which research indicators can

differentiate between the variables being measured. In factor analysis or principal component analysis, the cross-loading value refers to the correlation between indicators and the corresponding factors. The higher the cross-loading value, the better the indicator. The cross-loading value of each indicator is as follows.

Table 2. Cross Loading

Variable	Cross Loading Value	R _{table}	Information
Leadership Style (X1)	0,797	0,2303	Valid
POS (X2)	0,888	0,2303	Valid
Work Motivation (Z)	0,829	0,2303	Valid
Employee Performance (Y)	0,835	0,2303	Valid

The table shows that each indicator has a value cross-loading $> R_{table}$ (0.2303). So it can be concluded that the indicators in this research have good discriminant validity in compiling the variables.

a. Composite reliability

The composite reliability test is carried out to determine the reliability value of variable indicators. If the composite reliability value is > 0.6 then the variable has met the composite reliability test. The following is the composite reliability value for each variable in this study.

Table 3. Composite Reliability

Variable	Composite Reliability
Gaya Small Shoes (X1)	0,954
POS (X2)	0,935
Motivasi Kerja (Z)	0,929
Energy Function (Y)	0,955

The table below shows the composite reliability of all variable penetration > 0.6. If this describes the set of variables available in the composite reliability menu, it simplifies the cellular variables with the highest reliability.

That Cronbach's Alpha

Cronbach alpha reliability can be obtained from composite reliability sebelumnya. The Cronbach alpha of each variable is similar.

Table 4. Cronbach Alpha

Variable	Cronbach Alpha
Gaya Small Shoes (X1)	0,947
POS (X2)	0,919
Motivasi Kerja (Z)	0,915
Energy Function (Y)	0,948

The table below shows that Cronbach alpha of penelitian variables > 0.70. Hal ini defined the setiap variable penetration benchmark menu by Cronbach alpha but then tested the cellular variables with high reliability.

That Search Multicollinearity

Uji multicollinearity advantages for a variety of intermediate indicators. Construction of multicollinearity with membership among VIF variables. If $VIF < 10$ there is another indicator but no specific multicollinearity. Multicollinearity multicollinearity matching variables.

Table 5. Factory Inflation Variance

Variable	VIF
Gaya Small Shoes (X1)	5,092
POS (X2)	6,311
Motivation Work (Z)	4,258

The table below shows for each variable with a $VIF < 10$ and a sample of variables with low multicollinearity.

Uji Hypothesis

Two hypotheses on this penalty are illustrated with both t-statistics and p-values. If the p-values < 0.05 make the hypothesis of different penelitian in this case. This is the success of the Melalui inner model hypothesis.

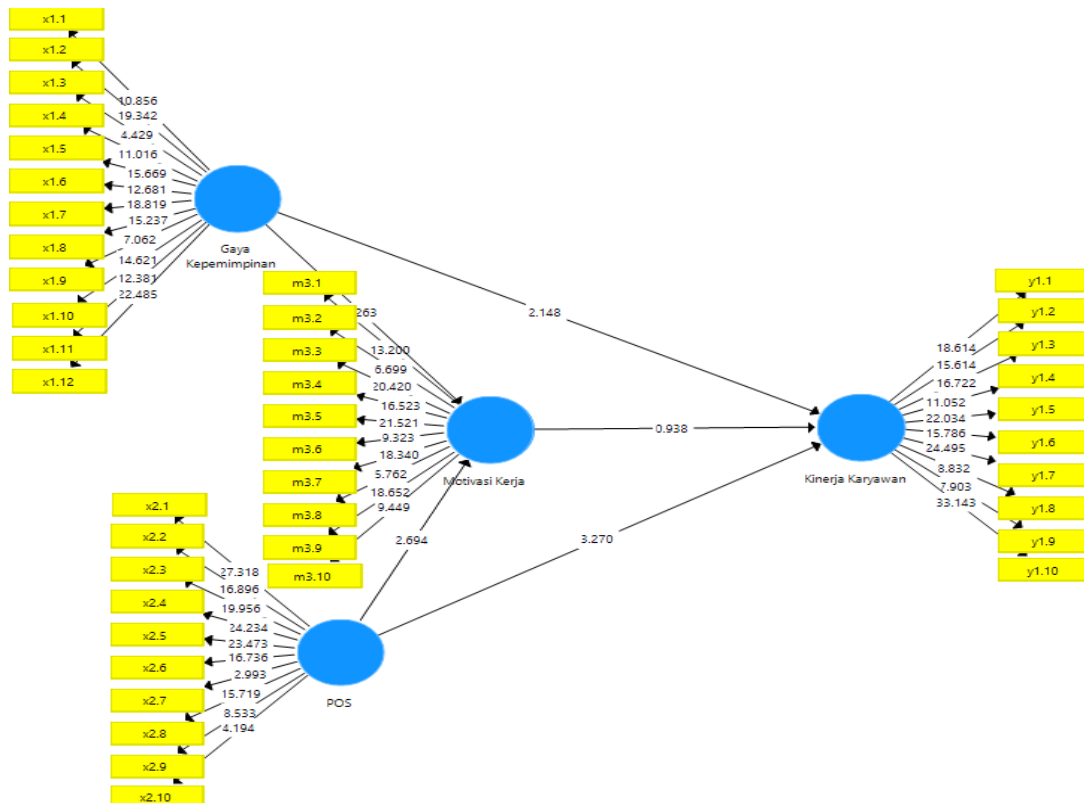


Figure 3. Partial Least Square Model

Testing

Based on the results of hypothesis testing using SmartPLS 3.0 as in the picture above, you can see the direct influence and indirect influence of the

relation between the variables. The following are the results of tests of the direct influence and indirect influence of the relation between variables.

Table 6. Direct Effect Between Variables

Variable	Path Coefficients	P-value	Result
Leadership Style – Performance	0,267	0,032	Significant
Leadership Style – Motivation	0,289	0,207	Not significant
POS – Performance	0,511	0,001	Significant
POS – Motivation	0,608	0,007	Significant
Motivation – Performance	0,138	0,349	Not significant

Table 7. Indirect Effect Between Variables

Variable	Path Coefficients	P-value	Result
Leadership Style – Motivation – Performance	0,040	0,535	Not significant
POS – Motivation – Performance	0,084	0,395	Not significant

1. The Influence of Leadership Style on Employee Performance

The path coefficients of leadership style (X1) on employee performance (Y) are positive, namely 0.267. Meanwhile, the p-values are 0.032.

Because the p-value is smaller than 0.05, this result is significant. This shows that leadership style has been proven to have a significant positive effect on employee performance. This research supports the

research results of Guterresa et al., (2020); Lagarene et al., (2023), and Marclinto & Hafni (2020).

The results of this research were enriched and strengthened by the results of direct interviews with the ULaMM Madiun Branch Business Manager who thought that the leadership style applied by a leader would increase their work enthusiasm in achieving company targets. Apart from that, a good leader will always provide work direction and reward employees who succeed in certain achievements. With the leadership style used, a leader can manage a team and encourage employees to improve their performance.

This explanation proves that the results of this research were carried out in more depth because they were the result of a combination of data processing from questionnaires with direct interviews with relevant officials.

2. The Effect of Perceived Organizational Support on Employee Performance

The path coefficients of POS (X2) on employee performance (Y) are positive at 0.511. The p-values are 0.001. Because the p-value is smaller than 0.05, this result is significant. Thus, it is proven that POS has a significant positive effect on employee performance. The results of this research support research by Rasouli et al., (2020) and Lestariningsih, (2017).

The results of this research were enriched and strengthened by the results of direct interviews with the ULaMM Madiun Branch Business Manager who explained that support and recognition from superiors and the company will make employees feel that their contributions are appreciated. This feeling makes employees feel trusted by the leadership so that employees' views of the company will be more positive and increase employee work commitment. This will support the achievement of work quality and improve employee performance.

This explanation proves that this research is unique and different from previous research because it has combined the results of questionnaire data processing and the results of interviews with relevant ULaMM officials.

3. The Influence of Work Motivation on Employee Performance

The path coefficients of work motivation (Z) on employee performance (Y) are positive, namely 0.138. With a p-value of 0.349, this shows that this result is not significant because the p-value is greater than 0.05. Thus it can be concluded that work motivation has been proven to have no significant positive effect on employee performance.

The results of this study are not in line with research by da Cruz Carvalho et al., (2020), Pallawagau (2021), Putra (2021), Simamora et al., (2023), and Vaulina (2023) which prove that motivation has a significant positive effect on employee performance. The differences in the results of this study are due to differences in the number and sample space used in the research. However, the results of this study support the research of Olle et al., (2022) and Adi (2022).

This research was enriched and strengthened by the results of direct interviews with the ULaMM Madiun Branch Business Manager. It was concluded that employee performance was less influenced by employee work motivation. Lack of rewards such as bonuses, praise, or rewards, causes low work motivation among employees. One of the company's efforts to improve employee performance is by conducting regular business work evaluations to monitor employee performance developments.

This explanation shows that this research is unique and different from previous research because this research was carried out in more depth by combining the results of questionnaires with the results of direct interviews with relevant officials.

4. The Influence of Leadership Style on Work Motivation

The path coefficients of leadership style (X1) on work motivation (Z) are positive, namely 0.289. Meanwhile, the p-values are 0.207. This result is not significant because the p-value is greater than 0.05. This proves that leadership style has no significant positive effect on work motivation.

The results of this study are not in line with research by Suherdiningsih & Rokhman (2020) and Bastari et al. (2020) which proves that leadership

style has a significant positive effect on employee motivation. The differences in the results of this study are due to differences in the number and sample space used in the research. However, the results of this study support research by Basuki et al., (2017) which shows that leadership style does not affect employee motivation.

This research was enriched and strengthened by the results of direct interviews with several Madiun Branch ULaMM Business Managers who provided information that employee motivation is not influenced by leadership style. Employee motivation can be formed by good compensation given to employees. It is felt that leadership style does not influence employee motivation, because most employees are more motivated at work if the incentives or bonuses provided by the company are in line with employee expectations. This makes employees feel appreciated for their performance.

This explanation shows that this research is unique and different from previous research because this research was carried out in more depth by combining the results of questionnaires with the results of direct interviews with relevant officials.

5. The Effect of Perceived Organizational Support on Work Motivation

The path coefficients of POS (X2) on work motivation (Z) are positive at 0.608. With a p-value of 0.007, it shows that this result is significant because the value is smaller than 0.05. This proves that POS has been proven to have a significant positive effect on work motivation. The results of this study support research by Imtiaz et al., (2018) and Mkwizu, (2020).

The results of this research were enriched and strengthened by the results of direct interviews with the ULaMM Madiun Branch Business Manager. Information was obtained that if companies and superiors can support employees, it will motivate them to complete all their tasks and responsibilities. ULaMM leaders always try to support employee activities, listen to any complaints or work obstacles, and provide bonuses for the results of their work. This has a positive impact on

employee morale and influences business-quality results.

This research is unique and different from previous research because this research has combined the results of questionnaire data processing and the results of direct interviews with relevant officials so that the results obtained are also by conditions in the field.

6. The Influence of Leadership Style on Employee Performance Through Work Motivation

The path coefficient of work motivation (Z) is positive, namely 0.040. With a p-value of 0.395, this shows that this result is not significant because the p-value is greater than 0.05. Thus it can be concluded that leadership style is proven to have no significant positive effect on employee performance through work motivation.

The results of this research are different from research by Bukit et al., (2019) and Guterres et al., (2020) which prove that leadership style through motivation has a significant influence on employee performance. However, the results of this study are in line with research by Lamere et al. (2021) which states that leadership style has no significant positive effect on performance through motivation as an intervening variable.

This research was strengthened by the results of direct interviews with the ULaMM Business Manager. Information was obtained that the way and work pattern of a leader who can embrace and guide his work team creates a conducive relation between leaders and employees. Employees will feel reluctant if the targets they have been given cannot be achieved, they will try to make their leaders feel satisfied with the results of their work. This will directly influence employees to improve their performance and provide good performance.

However, the interview results also concluded that work motivation had little influence on performance. Employees feel that their work enthusiasm is not supported by the company. Employees want motivation such as grade promotion for employees who have succeeded in achieving work targets, so that employees can further develop

their potential. This proves that work motivation cannot fulfill its role as a mediating variable on leadership style and employee performance, this is due to a lack of motivation such as the need for appreciation and self-actualization.

This research is unique and different from previous research because this research has combined the results of questionnaire data processing and the results of direct interviews with relevant officials so that the results obtained are also by conditions in the field.

7. The Effect of Perceived Organizational Support on Employee Performance Through Work Motivation

The path coefficient of work motivation (Z) is positive, namely 0.084. With a p-value of 0.535, this shows that this result is not significant because the p-value is greater than 0.05. Thus, it can be concluded that POS is proven to have no significant positive effect on employee performance through work motivation.

The results of this research are different from research by Saltson & Nsiah (2015) which stated that POS has a significant effect on employee performance with motivation as an intervening variable. However, research by Fahmi (2021) is in line with the results of this research which proves that POS through motivation does not have a significant effect on employee performance.

This research was strengthened by the results of direct interviews with the ULaMM Madiun Branch Business Manager who thought that the support provided by superiors and the company would directly affect increasing employee performance. Managers at ULaMM regularly provide full support to employees. Employees will be better at completing all their tasks and responsibilities for the company. This is a good thing for improving the quality of the company's business.

However, based on the results of the interview, work motivation has little influence on performance. Employees feel that the company does not provide work enthusiasm for employees. The best results for employees are not supported by grade increases or adequate bonuses. This proves that work

motivation cannot fulfill its role as a mediating variable on POS and employee performance, this is due to a lack of motivation such as the need for appreciation and self-actualization.

This research is unique and different from previous research because this research has combined the results of questionnaire data processing and the results of direct interviews with relevant officials so that the results obtained are also by conditions in the field.

CONCLUSION

Based on the results of data analysis carried out in this research regarding the influence of leadership style and perceived organizational support on employee performance which is mediated by work motivation, it can be concluded as follows:

1. Leadership style has a positive and significant effect on employee performance at PNM ULaMM Madiun Branch.
2. Perceived organizational support has a positive and significant effect on employee performance at PNM ULaMM Madiun Branch.
3. Work motivation does not have a positive and significant effect on employee performance at PNM ULaMM Madiun Branch.
4. Leadership style does not have a positive and significant effect on work motivation at PNM ULaMM Madiun Branch.
5. Perceived organizational support has a positive and significant effect on work motivation at PNM ULaMM Madiun Branch.
6. Leadership style does not have a positive and significant effect on employee performance through work motivation at PNM ULaMM Madiun Branch.
7. Perceived organizational support has no positive and significant effect on employee performance through work motivation at PNM ULaMM Madiun Branch.

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