

THE INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE EMPLOYEES MEDIATED BY WORK MOTIVATION AND WORKING CULTURE IN TRANSPORTATION SERVICE DEPARTMENT OF YOGYAKARTA

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ABSTRACT

This study aims to determine the effect of (1) Leadership Style on Employee Performance, (2) Leadership Style on Work Motivation, (3) Work Motivation on Employee Performance, (4) Leadership Style on Employee Performance mediated by Work Motivation, (5) Style Leadership on Work Culture, (6) Work Culture on Employee Performance and (7) Leadership Style on Employee Performance mediated by Work Culture. Sampling uses Slovin Formula resulted in 84 respondents from a total of 107 employees of Transportation Service Department Yogyakarta. Methods of data collection uses questionnaires. This research uses Data Quality Test and Hierarchical Regression Analysis. The study results show that Leadership Style plays a positive role on Employee Performance. Leadership Style plays a positive role on Work Motivation. Work Motivation plays a positive role on Employee Performance and is expressed as a Mediator variable on the effect of Leadership Style on Employee Performance. Leadership style has no effect on employee performance. Work Culture is declared not a mediator on the influence of Leadership Style on Employee Performance.

Keywords: *Leadership Style, Employee Performance, Work Motivation and Work Culture*

ABSTRAK

Penelitian ini untuk mengetahui pengaruh (1) Gaya Kepemimpinan terhadap Kinerja Pegawai, (2) Gaya Kepemimpinan terhadap Motivasi Kerja, (3) Motivasi Kerja terhadap Kinerja Pegawai, (4) Gaya Kepemimpinan terhadap Kinerja Pegawai yang dimediasi oleh Motivasi Kerja, (5) Gaya Kepemimpinan terhadap Budaya Kerja, (6) Budaya Kerja terhadap Kinerja Pegawai dan (7) Gaya Kepemimpinan terhadap Kinerja Pegawai yang dimediasi oleh Budaya Kerja. Pengambilan sampel dengan Rumus Slovin menghasilkan 84 responden dari total 107 karyawan Kantor Dinas Perhubungan Kota Yogyakarta. Metode pengumpulan data menggunakan kuesioner. Penelitian ini menggunakan Uji Kualitas Data dan Analisis Regresi bertingkat (Hierarchical Regression Analysis). Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan berperan positif terhadap Kinerja Pegawai. Gaya Kepemimpinan berperan positif terhadap Motivasi Kerja. Motivasi Kerja berperan positif terhadap Kinerja Pegawai dan dinyatakan sebagai variabel Mediator pada pengaruh Gaya Kepemimpinan terhadap Kinerja pegawai. Gaya Kepemimpinan tidak berpengaruh terhadap Kinerja pegawai. Budaya Kerja dinyatakan bukan mediator pada pengaruh Gaya Kepemimpinan terhadap Kinerja Pegawai.

Kata Kunci: *Gaya Kepemimpinan, Kinerja Pegawai, Motivasi Kerja dan Budaya kerja*

Introduction

Employee performance is influenced by several factors, such as compensation, work discipline, work environment, organizational culture, leadership and work motivation (motivation), work discipline, job satisfaction, communication and other factors (Siagian in Iwan, 2017). This research focuses on several factors that show influence to improve employee performance, namely leadership style, work culture and work motivation.

Leadership is the ability to direct, influence and supervise subordinates so that they want to act, behave and work in such a way as to be able to provide good work in order to achieve company goals. (Harahap & Khair, 2019). A leader must always provide direction, foster, and motivate its members in completing work to achieve organizational goals.

Organizations or companies that have good employee performance can improve the performance of the organization or company itself. Performance is also a description of the level of implementation achievement in an activity program or policy in realizing the goals, objectives, vision, organization as outlined through an agency's strategic planning (Moeheriono in Rifai et al., 2019). Performance on research of Ali & Agustian in Sari & Fuadati (2022) is a record of the acquisition resulting from the function of a particular job or activity during a certain period of time. So, performance with regard to the results of work achieved by employees in a period. In this case performance is related to the quantity and quality of work produced. Employee performance is important because employee performance is the employee's achievement of the tasks assigned to him because the company's progress is determined by the performance of all the company's employees (Marwansyah in Jayaningrum et al., 2020)

The performance possessed by a person is sometimes not only related to the competence possessed, because there are self and work environment factors that affect performance. Motivation becomes a goal or a driver with the real goal which is the main driving force for individuals in trying to get or achieve what they want, both positively and negatively. (Gunawan et al., 2022). The motivation obtained from the leadership has the effect of increasing enthusiasm for individuals in working voluntarily and creates a very strong desire to excel. Robbins in Pramudjadi et al. (2022) defines motivation as a process that determines the intensity, direction and determination of individuals in an effort to achieve goals and objectives; Motivation is also a process that starts from strength in physiological and psychological terms and in other words, needs that result in behaviour or encouragement aimed at a goal or incentive. The motivation that arises gives encouragement to work better.

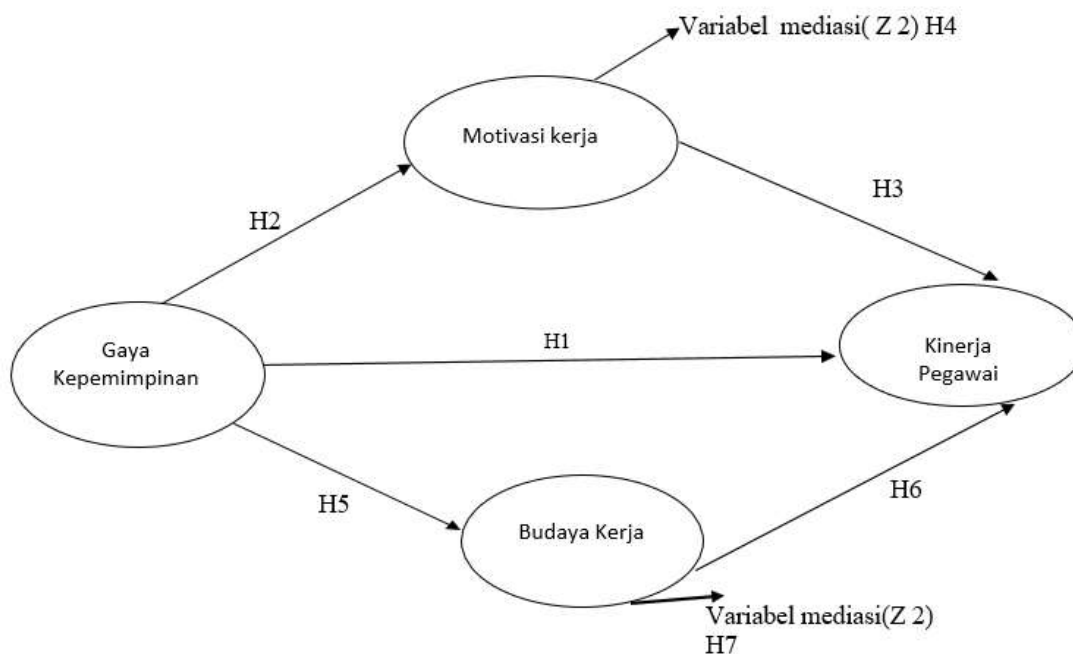
Effective leaders are leaders who recognize the important strengths contained within the individual. Every individual has different needs and desires. Each individual has a different level of expertise. Leaders must be flexible in understanding all the potential possessed by individuals and the various problems faced by these individuals (Ahammad, et, al. in Karlina & Herni, 2022). By taking this approach, leaders can apply all organizational rules and policies and delegate tasks and responsibilities appropriately. This is in line with efforts to foster organizational commitment from employees, so that leaders can later increase employee satisfaction with work and can improve employee performance more effectively (Cooke et, al. in Karlina & Herni, 2022).

Work culture is the same perception among all members of the organization about the true meaning of life together. Organizational culture becomes a system of meaning held by members that distinguishes the organization from other organizations and more fundamentally it is stated that a system of shared meaning is formed by its employees which is also a differentiator from other organizations or companies. (Robbins in Hairudinor et al., 2020).

As is the case in every company, organization, institution, both government and private, which of course clearly contains leadership, employee performance, work motivation and work culture, the same goes for government agencies, Department of Traffic and Road Transportation Service (LLAJ) Yogyakarta City. The Department of Transportation is certainly related to vehicle traffic problems. The existence of transportation makes it easier for people to carry out activities every day and makes it easier for people to reach certain areas they want.

In addition to the positive impacts, the existence of transportation also has negative impacts, such as an increase in the number of transportation vehicles which will cause more emissions to be released. The Government of the Special Region of Yogyakarta made regulations regarding air pollution control by issuing regional regulation number 5 of 2017. Besides that, even though the government and the Department of Transportation have made programs to deal with the negative impacts of this transportation, these efforts have not gone completely well, so that the regional government and Department of Transportation Service of Yogyakarta must further improve the quality of all aspects of the organization both from leadership style, work performance, motivation and work culture at Department of Transportation Service Yogyakarta. The quality of performance related to leadership style, motivation and work culture at Department of Transportation Service of Yogyakarta is being questioned because basically it is still not optimal in its achievements. The programs carried out will not be optimal if they are not accompanied by employee performance which will make everything feel in vain.

Figure 1. Research Framework



Method

The location of this research was conducted at Department of Transportation Service of Yogyakarta office located on Jl. Imogiri Timur, Giwangan district. Umbulharjo, City of Yogyakarta, Special Region of Yogyakarta. The objects in this study were employees of Department of Transportation Service Yogyakarta. The population is employees of Department of Transportation Service Yogyakarta, totaling 107 persons. This study uses the Slovin Formula which determines the number of samples, namely 84 respondents to reduce errors and can provide better estimation results.

This research is quantitative in nature based on the philosophy of positivism to examine certain populations and samples with data collection techniques or samples from generally carried out randomly. The process of collecting data using research instruments. The data analysis used is quantitative statistics with the aim of testing the hypotheses that have been set (Sugiyono in Handayani et al., 2020). Jenis penelitian ini termasuk penelitian korelasi untuk mengetahui tingkat hubungan antara dua variabel atau lebih yang dilakukan tanpa adanya perubahan, tambahan, ataupun manipulasi terhadap data yang memang sudah ada (Arikunto in Karlina & Herni, 2022).

The validity test uses the Person Product Moment Test to test whether the indicators used in the instrument are significantly correlated and if $r_{count} \geq r_{table}$ (2-sided test with sig. 0.05) then the instrument or question items are significantly correlated with total score

(declared valid) (Sanaky et al., 2021). The size of the high and low validity is measured through loading with the help of SPSS. Factor loading is a question with a construct that is measured. The reliability test of this study uses Cronbach's Alpha which is used to test the reliability level of the measure, where an instrument can be said to be reliable if it has a reliability coefficient or alpha of 0.6 or more (Riduwan in Zahra & Rina, 2018).

The hypothesis testing tool uses Hierarchical Regression Analysis which is a statistical technique used to determine the effect of mediating variables (Work Motivation and Work Culture) on the relationship between the independent variable (Leadership Style) and the dependent variable (Performance of Employees of Department of Transportation Service Yogyakarta). There are 4 steps to test the impact of mediating variables (Baron and Kenny in Hasbar et al., 2020), which are :

- a. The independent variable must have a significant effect on the dependent variable (B1 must be significant).
- b. The independent variable must have a significant effect on the intervening variable (B2 must be significant).
- c. The intervening variable must have a significant effect on the dependent variable (B3 must be significant).
- d. Full mediation occurs when the independent variable (leadership style) has no significant effect on the dependent variable (Performance of the Employee of Department of Transportation Service Yogyakarta), after being mediated by Work Motivation (intervening I) and Work Culture (intervening II), while partial mediation occurs when the independent variables (Leadership Style) still has a significant effect on the dependent variable (Performance of the Employee of Department of Transportation Service Yogyakarta), but the significant value has decreased.

Result and Discussion

The results of the validity test of 84 respondents using the person product moment correlation technique state that the questions used in the study regarding the influence of Leadership Style on Employee Performance mediated by Work Motivation and Work Culture at Department of Transportation Service of Yogyakarta office with 60 questions all declared valid. The reliability test obtains a Cronbach alpha value ≥ 0.60 for each variable so that each variable was declared reliable. From the results of hypothesis calculations with the help of the statistical product and service solution (SPSS) 25.0 for windows program, the following results are obtained:

The influence of leadership style on employee performance

The results of hierarchical regression analysis show that the significance value of leadership style on employee performance is $0.025 < (\text{smaller than}) 0.050$ so that the hypothesis that leadership style has a positive effect on employee performance is accepted. Leadership style is a leadership style that inspires employees by providing a profound and extraordinary effect on employees. The existing leadership style provides many opportunities for employees to be creative through autonomy. Providing more opportunities for employees to be creative has an impact on these employees being more able to create and develop their ideas for the benefit of the office, so that employees make a greater contribution to the office. Leadership style can change and empower employees to understand the value of work and to give importance to corporate rather than personal interests.

The observed trend in this study corresponds with prior research, suggesting that transformational leadership, acknowledged as a preferred leadership method, positively impacts different aspects of employee performance. Leaders with a transformational approach stand out through their ability to inspire and motivate team members, nurture a common vision and purpose, and create an environment that encourages creativity and innovation. The results of the study reinforce the idea that leadership styles focusing on inspiration and empowerment are pivotal in considerably enhancing the overall performance of employees across multiple dimensions within the organizational structure (Chen et al., 2018), (Qalati et al., 2022).

Further research supports the notion that impactful leadership styles are instrumental in enhancing individual employee performance and sustaining elevated levels of talent and overall organizational effectiveness. These results underscore the significance of leadership in establishing an environment that fosters employee excellence, enabling them to contribute their skills and capabilities to the fullest extent. Effective leadership not only positively affects immediate performance but also plays a role in retaining talent, contributing to the long-term success of the organization (Bilola, 2023).

In a practical business setting, these discoveries hold various implications. Firstly, leaders within organizations should embody transformational qualities, fostering confidence in employees for specific tasks and granting them decision-making authority following adequate training. Secondly, leaders ought to actively champion employee development, offering avenues for growth that can positively influence job satisfaction and facilitate career progression. Thirdly, leaders should advocate for open communication and facilitate dialogues that cultivate a transparent and inclusive work environment. Overall, these findings underscore that leadership styles emphasizing inspiration and empowerment can

elevate employee performance, thereby contributing to the overall success of the organization (Khan et al., 2020).

The effect of leadership style on work motivation (mediation variable I)

The results of the hierarchical regression analysis show that the significance value of leadership style on work motivation is $0.009 < (smaller\ than)\ 0.050$ so that the hypothesis which states that leadership style has a positive effect on work motivation is accepted. A leadership style that encourages employees to go beyond personal desires by influencing both internally and externally on these employees. Existing leadership styles provide more opportunities for employees to be creative through autonomy. Providing more opportunities for employees to be creative causes employees to be more able to create and develop ideas that are beneficial to the interests of the agency, so that employees must make a greater commitment to the institution, which makes employee performance increase according to what is desired.

These results align with prior research, offering a holistic understanding of how a manager's leadership style plays a pivotal role in shaping individual motivation and job satisfaction. The influence on employees' working approaches is intricately linked to the manner in which leadership is exhibited. Notably, transformational leadership, marked by inspiration and empowerment, tends to cultivate a positive work environment, contributing to heightened motivation and satisfaction among individuals. In contrast, autocratic or laissez-faire leadership styles may result in frustration and diminished job satisfaction. This underscores the significance of leadership behaviors in creating distinct workplace atmospheres that directly impact the well-being and engagement of employees (Fiaz et al., 2017).

In practical business settings, the selected leadership approach significantly influences workplace motivation, subsequently affecting the performance and overall productivity of employees. Motivation plays a crucial role as it correlates with increased engagement, commitment, and productivity among employees. Nevertheless, the effectiveness of a leadership style varies, and there is no universally applicable method. It depends on factors such as the specific goals of the organization, team dynamics, and the diverse personalities of individuals involved. For example, a leadership style emphasizing inspiration and empowerment, such as transformational leadership, may cultivate a positive and inventive work atmosphere. Conversely, an autocratic style might be more effective in situations where swift decision-making and clear guidance are paramount. Adapting leadership styles to align with the distinctive characteristics of the business environment is integral to fostering optimal employee motivation and, consequently, enhancing overall performance. Transformational leadership stands out as a leadership style with a favourable impact on the motivation of employees. This approach places a strong emphasis on recognizing and fostering the capabilities of individuals, thereby contributing to an increased level of

motivation among the workforce. Within the framework of transformational leadership, leaders entrust their vision to followers and actively cultivate their skills, leading to a reinforcement of the followers' commitment and enthusiasm for their tasks. Furthermore, transformational leadership is characterized by the promotion of shared group goals, the articulation of a compelling vision, the provision of intellectual stimulation, and serving as a role model. These elements are all positively correlated with intrinsic motivation, creating an environment that nurtures a sense of purpose, stimulates personal growth, and establishes a shared vision aligned with the values of team members. In summary, transformational leadership significantly contributes to enhancing intrinsic motivation in the workplace (Qalati et al., 2022).

In contrast, transactional leadership functions by setting explicit work guidelines and expectations for followers, typically incorporating a system of rewards and consequences based on performance. This structured method has the potential to result in diminished employee engagement, as it primarily centers on transactional interactions between leaders and followers. Nevertheless, when merged with transformational leadership, which underscores inspiration and empowerment, the two approaches can complement each other effectively. The transactional components offer structure and consistency, while the transformational elements play a role in motivating employees and cultivating a positive work environment. This amalgamation has been shown to positively influence individual employee performance and, subsequently, the financial outcomes of organizations. The incorporation of both styles permits a well-rounded leadership strategy that addresses both task-oriented and relationship-oriented facets, ultimately contributing to the overall success of the organization (Chammas & Hernandez, 2019).

The influence of leadership style mediated by work motivation on employee performance

The results of hierarchical regression analysis show a significant value between leadership style mediated by work motivation on employee performance, where first the influence of leadership style on employee performance after intervention by work motivation is $0.125 >$ (greater than) 0.050 . This fulfills the requirements as a mediating variable, after the leadership style intervention on employee performance becomes insignificant, work motivation is expressed as a mediator variable. The second effect of work motivation on employee performance after intervention is $0.014 <$ (smaller than) 0.050 . This fulfills the requirements to state the motivation variable as a mediator variable where after the intervention the influence of work motivation on employee performance still shows significant results.

Prior research supports the notion that the manner in which leaders approach their roles is pivotal in shaping employee performance. The studies indicate a favorable correlation between leadership styles and organizational commitments, highlighting job satisfaction as a partial mediator in this relationship. Furthermore, the research delves into the effects of both transformational and transactional leaders' behaviors on employees' emotional outcomes, contributing to an enhanced comprehension of how a variety of leadership styles can impact performance through the lens of work motivation. The findings underscore the importance of leadership styles in influencing both work motivation and performance, pinpointing intrinsic motivation as a mediator. Collectively, these studies offer extensive evidence supporting the idea that leadership style significantly shapes employee performance, often mediated by the influence of work motivation, aligning with the findings presented (Oyewobi, 2022)

The effect of leadership style on work culture (mediation variable II)

The results of multilevel linear analysis (Hierarchical Regression) show that the significance value of leadership style on work motivation is $0.196 > (\text{greater than}) 0.050$. These results reject the hypothesis which states that leadership style has no effect on work culture. Work culture is one of the triggers for the emergence of a leadership style. The quality of the leadership style is higher if the perception of each employee towards the existing work culture is also getting better. The results of this study indicate that work culture in agencies needs to be considered, namely agencies need to instill awareness that a work culture is important for companies, which is something employees must do.

The established correlation among organizational culture, leadership behavior, and job satisfaction significantly strengthens the presented conclusions. As highlighted in the study, this correlation underscores a notable connection where organizational culture is intricately associated with both leadership behavior and job satisfaction. According to the study, the prevailing culture within an organization holds a substantial influence on how leaders conduct themselves, consequently affecting the job satisfaction of employees. This interconnection among leadership style, organizational culture, and job satisfaction emphasizes the all-encompassing nature of organizational dynamics (Tsait, 2019).

The results highlight the intertwined influence of leadership style and work culture, collaboratively shaping the organizational setting. Leaders, through their actions, emerge as integral elements of the broader organizational culture, shaping employee satisfaction and motivation. The study's insights suggest that organizations should consider both leadership style and work culture holistically when aiming to improve employee satisfaction and motivation. This comprehensive perspective acknowledges the combined significance

of leadership behaviors and cultural elements, underscoring their joint impact on crafting a positive and motivating organizational environment for employees.

The influence of leadership style mediated by work culture on employee performance

The results of the hierarchical regression analysis show the significance value between leadership style mediated by work culture on employee performance, where first the influence of leadership style on employee performance after intervention by work culture is $0.030 < (\text{smaller than}) 0.050$. This does not qualify as a mediating variable, after the intervention of leadership style on employee performance becomes significant, work culture is declared not as a mediating variable. The second effect of work culture on employee performance after intervention is $0.776 > (\text{greater than}) 0.050$. This does not meet the requirements for the work culture variable as a mediator variable where after the intervention the influence of work culture on employee performance still shows insignificant results.

The statement underscores that prior studies have revealed meaningful relationships between distinct leadership styles, notably transformational leadership, and employee performance. Transformational leadership is a leadership method focused on inspiring and motivating followers to achieve outstanding performance and exceed their own expectations. The current body of research suggests that leaders who adopt transformational styles significantly contribute to improving employee performance. This impact may result from elements like heightened motivation, enhanced job satisfaction, and the cultivation of a positive work environment through a shared vision. In essence, earlier research emphasizes the significance of leadership styles, particularly transformational leadership, in molding and impacting employee performance in organizational contexts (Qalati et al., 2022).

Earlier studies have explored the impact of organizational culture on employee performance, finding that a favourable organizational culture typically results in enhanced performance. However, the paragraph suggests a departure from this prevailing pattern in the particular study under consideration. In this specific instance, the study reveals that work culture does not serve as a mediating factor in the connection between leadership style and employee performance. This implies that, according to the study's results, while a positive organizational culture generally has a positive effect on employee performance, it may not function as an intermediary element in the specific association between leadership style and employee performance scrutinized in this particular research (Tsait, 2019).

In the context of company implementation, a strategy could involve a program designed to enhance employee performance by directly modifying leadership styles, rather than relying on adjustments to work culture as an intermediary step. For example, a company might

initiate training programs specifically targeting managers to cultivate transformational leadership skills, which have been demonstrated to positively influence employee performance. This direct intervention aligns with the study's results indicating that work culture does not act as a mediator in the relationship between leadership style and employee performance. The implication is that alterations in leadership style could potentially yield more immediate impacts on performance outcomes, supporting a targeted and focused approach to improving employee performance within a company (Khan et al., 2020).

Conclusion

The study provides valuable insights into the complex relationships among leadership style, work motivation, work culture, and employee performance, emphasizing the positive impact of transformational leadership and the mediating role of work motivation; for practical applications, organizational leaders are urged to focus on fostering transformational leadership qualities, intrinsic motivation, and a positive work culture to optimize employee performance, with government initiatives recommended to support leadership development programs and cultivate awareness of the importance of work culture.

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