

THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE WITH LEADERSHIP STYLE AS A MODERATING VARIABLE IN AMUNTAI CLASS IIB PENALTY INSTITUTION

YUDHI WIJAYA

Postgraduate Program at the Open University. Email: yudhiwijaya99@gmail.com

RISWANDA

Sultan Ageng University Tirtayasa, Banten, Indonesia. Email: riswanda@untirta.ac.id

ADE REZA HARIYADI

Krisnadwipayana University. Email: rezahariyadi@yahoo.com

Abstract

Providing motivation can have a positive effect on the implementation of employee work in achieving organizational work targets. The purpose of this study was to determine whether motivation has an influence on employee performance and whether leadership style moderates the relationship between employee motivation and performance. Study this done to employees Amuntai Class IIB Penitentiary and Assisted Residents Penitentiary (WBP). The sample used is as many as 100 respondents. Variable independent on research this is motivation, style leadership as variable moderation, meanwhile variable dependent is performance employee. Variable measurement conducted with use Likert scale. Data analysis was performed with use Structural Equation Model (SEM) method. Device software used _ for structural analysis is Smart PLS V.3.3 and for analysis descriptive using SPSS 22. The structure of the research model this could receive based on score the goodness of it model is obtained R-Square value for variable performance is 0.671. Acquisition score the explain that percentage magnitude performance could described by Motivation by 67.1%. Then for the obtained R-Square value Leadership Style variable of 0.797. The value explain that Leadership Style as a moderating variable influence performance employee by 79.7%. Then got said with exists Leadership Style variable as variable moderation influence Motivation Becomes more increase of 67.1% on a basis direct then to 79.7% on an equal basis no direct.

Keywords: Motivation, Employee Performance, Leadership Style.

INTRODUCTION

In today's human civilization all aspects of life cannot be separated from organization, because by nature humans are social beings who tend to always live in society. This is evident in household life, social organizations, especially when someone enters the world of work. The person will interact, and become part of the organization where he works.

In achieving organizational goals, every organization requires resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Human resources are the most important organizational assets, and make other organizational resources work. Thus, without human resources other resources will be idle and less useful in achieving organizational goals.

Providing motivation can have a positive effect on the implementation of employee work in achieving organizational work targets. However, the reality on the ground shows an indication of the lack of motivation possessed by employees in carrying out their duties and functions. For example, there are still many employees who are undisciplined and not enthusiastic at work, so that the results of work in this agency are not effective and efficient. In addition, the lack of timeliness used by employees in completing their tasks will affect the resulting performance.

The concept of leadership is not merely in the form of instructions, but rather as a motivation or trigger that can inspire subordinates, so that their inspiration and creativity develop optimally to improve their performance which can affect employee motivation. A good leadership style will motivate employees to perform better.

Ministry of Human Rights and Human Rights on duty organize business in the field law and rights basic man in government for help President in organize state government and implement Duty as meant in Article 2, Ministry of Law and Human Rights Man organize function Formulation, determination and implementation policies in the field law and rights basic human ; Management goods the property / wealth of the state to be not quite enough is the responsibility of the Ministry of Law and Human Rights human ; Supervision on implementation duties within the Ministry of Law and Human Rights human ; Implementation guidance technical and supervision on implementation the affairs of the Ministry of Law and Human Rights People in the area ; Implementation activity scale technique _ national ; and Implementation activity technical from center until to area

The Amuntai Class IIB Correctional Institution Office is one of the government agencies that has duties in the Correctional Sector. With such a strategic task, of course it needs to be supported by reliable human resources. But in reality, the quality of human resources is still not entirely good so that the performance of employees is not good. Therefore, to improve the performance of employees at Class IIB Amuntai Penitentiary, it is necessary to provide encouragement or motivation that can attract or motivate them to work even better. This is in line with many studies that make employee performance and motivation the focus of research.

The Amuntai Class IIB Correctional Institution has the duties and functions of coaching convicts/students, providing guidance, preparing facilities and managing work results, conducting social/spiritual guidance of convicts/students, carrying out security and order maintenance in the Amuntai Class IIB Correctional Institution, which are problems with The Amuntai Class IIB Correctional Institution is a lack of quality human resources in their duties, where in the duties and functions of employees there is a lack of basic tasks and functions in the work carried out and there are still employees who only graduate from high school, totaling 30 people. The performance achievements obtained do not show the overall results in performance he did and can be seen as follows:

Table 1. Performance Achievements

No	Description	Target	Performance Achievement
1	Formulation policies technical	100%	100%
2	Formulation Policy	100%	63%
3	Drafting and Technical Planning	100%	60%
4	Counseling guidance and Counseling	100%	65%
5	Preparation, Determination and Change and Accountability executor	100%	75%
6		100%	69%
7	executor service technical administration	100%	70%

Source: Amuntai Class IIB Prison Hulu Sungai Utara Regency, 2020

The next problem is that the Amuntai Class IIB Penitentiary is carrying out bureaucratic reforms related to performance with a community satisfaction index where employees must meet standards in the Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBM), the target for each employee is to get WBK and WBN, on In 2020 the WBK program was constrained by a survey from the center, in August and September the results of these scores were marked in red which meant that employees had failed to achieve the WBK and WBM targets in the performance they carried out, in August and September 2021 there were as many as 103 people from the community who gave an assessment bad in the service performance of the Class IIB Amuntai Penitentiary which is given via a barcode provided at the visit service, in front of the Office of the Class IIB Amuntai Penitentiary there is a barcode as input for the services of Class IIB Amuntai Correctional Institution which assesses how performance services are carried out by employees of the Amuntai Class IIB Correctional Institution in serving. (Source: surve.balitbangham.go.id).

This indicates that motivation or triggers are not in accordance with employee expectations so that they do not affect their performance. Style relationship leadership with motivation is determined by their respective superiors. So that the superior's leadership style can strengthen or weaken the relationship between motivation and employee performance.

RESEARCH PURPOSES

The objectives to be achieved in this research are:

1. To provide empirical evidence regarding the influence of motivation on employee performance.
2. To provide empirical evidence on which leadership style can moderate the relationship between employee motivation and performance.

LITERATURE AND THEORY REVIEW

Behavior Theory

Skinner in Notoatmojdo (2003) states that behavior is a person's response or reaction to a stimulus (external stimulus). Humans behave or act because of the need to achieve a goal. With this need, motivation or driving force will emerge. So that the individual will work to achieve goals and achieve satisfaction.

Performance

Performance is a process to create a shared understanding between workers and their superiors about what will be achieved and how to achieve it Rusdi A Rifa'i. 2009:10).

Motivation

Wibowo (2014: 323), motivation is a factor that encourages a person to carry out certain activities, therefore motivation is often also interpreted as a driving factor for one's behavior. Motivation is the impetus for a series of processes of human behavior in achieving goals.

Leadership Style

Kartono (2008:34) states style leadership is distinguishing traits, habits; temperament, character and personality _ a leader in interact with other people. Thoha (2010:49) suggests that style leadership is norm behavior used by a person when that person _ try influencing other people's behavior or subordinating.

Analysis Method

Data analysis method used in study this is analysis quantitative that is something method analysis with using form data number or qualitative data that is calculated. With use liken scale, then variable to be be measured explained Becomes indicator variable. Then indicator the made as point reject for arrange possible instrument items form statement or question.

Study this use technique analyst a data with use software smartPLS version 3.0 running with computer media. According to Jogiyanto and Abdillah (2015) PLS (Partial Least Square) are:

Analysis equality structural (SEM) based kind of variant silhouette could to do measurement model testing at a time structural model testing. Measurement models used to test the validity and reliability, while the structural model used for the causality test (testing hypothesis with predictive models).

In research measure, this statistical data analysis inferential with use software SmartPLS (Partial Least Square) starts from model measurement (outer model), model structure (inner model) and testing hypothesis.

Analysis models structural Step first built _ in study this Motivation, as variable 'X' is direct or moderated by Leadership Style (Z) so then effect on performance (Y). So that Analysis Equality Structural study this could depicted as following:

Figure 1: Analysis Model Equality Structural Findings

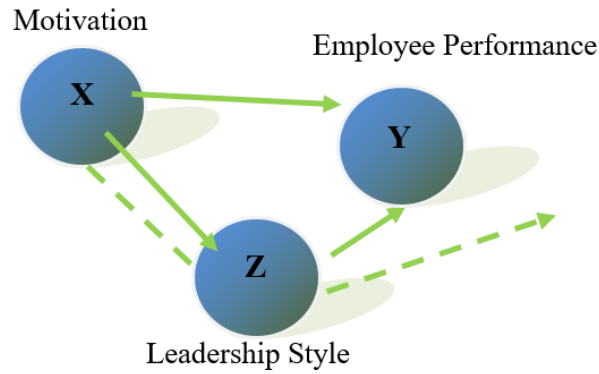
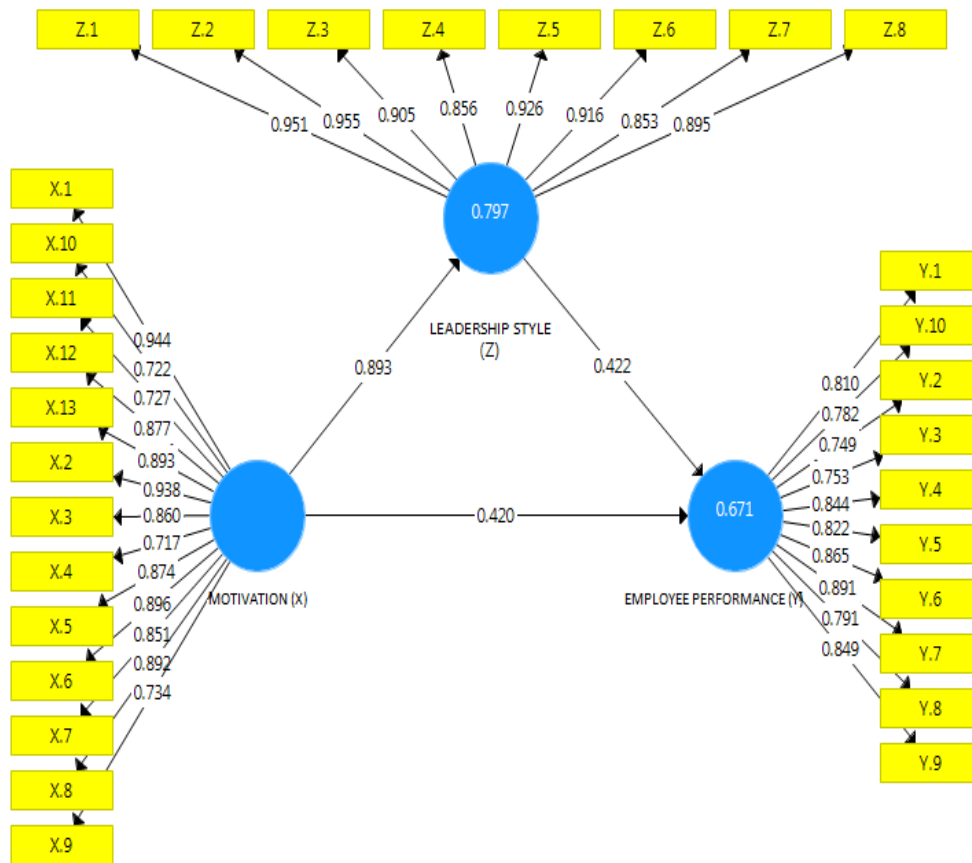


Figure 2: Outer Model _PLS (Outer Loadings) Modeling Path Diagram Construction



Validity Test

Table 2: Validity Test Results

Variable	Items	AVE	Outer Loading	Results
Motivation (X)	X.1	0.713	0.873	Valid
	X.10		0.539	Valid
	X.11		0.518	Valid
	X.12		0.819	Valid
	X.13		0.826	Valid
	X.2		0.922	Valid
	X.3		0.768	Valid
	X.4		0.556	Valid
	X.5		0.742	Valid
	X.6		0.865	Valid
	X.7		0.811	Valid
Employee Performance (Y)	Y.1	0.667	0.810	Valid
	Y.10		0.782	Valid
	Y.2		0.749	Valid
	Y.3		0.753	Valid
	Y.4		0.844	Valid
	Y.5		0.822	Valid
	Y.6		0.865	Valid
	Y.7		0.891	Valid
	Y.8		0.791	Valid
Leadership Style (Z)	Z.1	0.824	0.870	Valid
	Z.2		0.851	Valid
	Z.3		0.814	Valid
	Z.4		0.856	Valid
	Z.5		0.765	Valid
	Z.6		0.755	Valid
	Z.7		0.779	Valid
	Z.8		0.786	Valid

Source: processed with SmartPLS Version 3.3, 2021Based on inside data display table above is known that each indicator variable study this have score Average Variance Extracted (AVE) and outer loading > 0.7, so all indicator stated worthy or valid for used study this and can used for analysis more carry on as a hypothesis test.

Reliability Test

Table 3: Reliability Test Results

Variable	Items	Cronbach Alpha	Composite Reability	Results
Motivation (X)	X.1	0.966	0.970	Reliable
	X.10			Reliable
	X.11			Reliable
	X.12			Reliable
	X.13			Reliable
	X.2			Reliable
	X.3			Reliable
	X.4			Reliable
	X.5			Reliable
	X.6			Reliable
	X.7			Reliable
	X.8			Reliable
X.9	Reliable			
Employee Performance (Y)	Y.1	0.944	0.952	Reliable
	Y.10			Reliable
	Y.2			Reliable
	Y.3			Reliable
	Y.4			Reliable
	Y.5			Reliable
	Y.6			Reliable
	Y.7			Reliable
	Y.8			Reliable
	Y.9			Reliable
Leadership Style (Z)	Z.1	0.969	0.974	Reliable
	Z.2			Reliable
	Z.3			Reliable
	Z.4			Reliable
	Z.5			Reliable
	Z.6			Reliable
	Z.7			Reliable
	Z.8			Reliable

Source: processed with SmartPLS Version 3.3, 2021

Based on dish in table on could is known that score Cronbach's Alpha and Composite Reability of each variable research > 0.7. could With thereby results this could showing that each variable study has Fulfill requirements score cronbach's alpha, so could concluded overall variable have level high reliability.

Based on data processing that has been conducted with using smartpls 3.3 program, obtained R-Square value as following:

Table 4: R-Square value

Variable	R Square
Employee Performance (Y)	0.671
Leadership Style (Z)	0.797

Source: processed with SmartPLS Version 3.3, 2021Based on data presentation in table 4.42 above, get is known that R-Square value for variable performance is 0.671. Acquisition score the explain that percentage magnitude performance could described by Motivation by 67.1%. Then for the obtained R-Square value Leadership Style variable of 0.797. The value explain that Leadership Style as a moderating variable influence performance employee by 79.7%. Then got said with exists Leadership Style variable as variable moderation influence Motivation Becomes more increase of 67.1% on a basis direct then to 79.7% on an equal basis no direct.

Hypothesis test Bootstrapping using T Statistics (T Table df: 47 Respondent: 2.01174) and P Values (0.050) to knowing hypothesis received or rejected. For more he explained regarding hypothesis testing in research this could our see in table 2 below this:

Table 4: Hypothesis Test through Bootstrapping

Hypothesis	Influence	T Statistics (O/STDEV)	P Values	Description
H1	Motivation (X) -> Leadership Style (Z)	32,298	0.000	Received
H2	Motivation (X) -> Performance (Y)	15,362	0.000	Received
H3	Leadership Style (Z) -> Performance (Y)	2,995	0.003	Received
H4	Motivation (X) -> Leadership Style (Z) -> Performance (Y)	3,024	0.003	Received

Source: processed with SmartPLS Version 3.3, 2021

H1 Influence Motivation on Leadership Style in Class IIB Amuntai Penitentiary

Analysis results about Motivation on Leadership Style obtained findings in a manner empirical that Motivation take effect positive and significant on Leadership Style in Class IIB Amuntai Penitentiary ie value. The value more big from t table n=100-3 (variable) (1.66071). This _ means Hypothesis 1 is accepted. It _ could explained that Motivation take effect positive and significant on Leadership Style. Malayu SP Hasibuan (2014:150) says that in positive motivation the leader motivates (stimulates) subordinates by giving gifts (money, facilities,

goods and others) to those who excel above standard performance, with this positive motivation the morale of the workers will increase.

H2 Influence Motivation Against Performance Employee at the Amuntai Class IIB Penitentiary

Analysis results about Motivation to performance obtained findings in a manner empirical that Motivation take effect positive to performance of Class IIB Amuntai Penitentiary but no significant, Test results hypothesis second show that influence direct variable Motivation (X) against performance (Y) shows P Values of $0.000 < 0.05$ and with t value of 15,362. The value more big from t table $n=100-3$ (variable) (1.66071). This result means that Motivation take effect positive and significant to performance. This _ means Hypothesis 2 is accepted.

H3 Influence Work Leadership Style To Performance of Class IIB Amuntai Penitentiary Employees

Analysis results about influence of Leadership Style work to performance employee obtained findings in a manner empirical that style leadership take effect positive and significant to performance employee at Class IIB Amuntai Penitentiary Thing they showed from the test results hypothesis third show that influence direct the variable Leadership Style (Z) on Employee Performance (Y) shows P Values of $0.003 < 0.05$ and with t value of 2,995. The value more big from t table $n=100-3$ (variable) (1.66071). This _ means Hypothesis 2 is accepted. This result means that Leadership Style take effect positive and significant to performance employee.

H4 Influence Motivation to performance employee moderated Leadership Style

Analysis results about influence Motivation on Leadership Style and impact to performance employee at Class IIB Amuntai Penitentiary found results i.e. Test results hypothesis fourth show that influence direct variable Motivation (X) to Leadership Style (Z) shows P Values of 0.003 with t value of 3,024. The value more big from t table $n=100-3$ (variable) (1.66071). This result means that Motivation take effect positive and significant on Leadership Style.

CONCLUSION

From the results testing with use device SmartPLS This version 3.3 could concluded that research model structure this could received based on score the goodness of it model is obtained R-Square value for variable performance is 0.671. Acquisition score the explain that percentage magnitude performance could described by Motivation by 67.1%. Then for the obtained R-Square value Leadership Style variable of 0.797. The value explain that Leadership Style as a moderating variable influence performance employee by 79.7%. Then got said with exists Leadership Style variable as variable moderation influence Motivation Becomes more increase of 67.1% on a basis direct then to 79.7% on an equal basis no direct.

From research this participate it is also proved that:

1. The direct effect of the variable Motivation (X) on Leadership Style (Z) shows a P value of $0.000 < 0.05$ and a t value of 32,298. This value is greater than t table $n = 100-3$ (variable)

- (1.66071). This result means that motivation has a positive and significant effect on leadership style. This means that **Hypothesis 1 is accepted.**
2. The direct effect of the motivation variable (X) on performance (Y) shows a P value of $0.000 < 0.05$ and a t value of 15.362. This value is greater than t table $n = 100 - 3$ (variable) (1.66071). This result means that motivation has a positive and significant effect on performance. This means that **Hypothesis 2 is accepted.**
 3. The direct effect of the Leadership Style variable (Z) on performance (Y) shows a P value of $0.003 < 0.05$ and with a t value of 2.995. This value is greater than t table $n = 100 - 3$ (variable) (1.66071). This result means that Leadership Style has a positive and significant effect on performance. This means that **Hypothesis 3 is accepted.**
 4. The indirect effect of motivation (X) on employee performance (Y) is mediated by leadership style (Z) showing a P value of 0.003 with a t value of 3.024. This value is greater than t table $n = 100 - 3$ (variable) (1.66071). This result means that motivation has a positive and significant effect on leadership style. This means that **Hypothesis 4 is accepted.**

SUGGESTION

The results of this study can be used as a more comprehensive basis for aspects that must be considered by management, especially for Class IIB Amuntai Penitentiary related to the influence of motivation through leadership style to improve performance. Based on the results obtained from this study, the authors provide several suggestions that are expected to be useful to be implemented, among others:

1. The Head of Class IIB Penitentiary Amuntai to pay more attention to one of the indicator factors for improving employee performance is Motivation. By paying attention to the needs of employees to improve their performance.
2. Class IIB Amuntai Correctional Institution employees improve their work abilities so that there is no completion of work that exceeds the target time set by the leadership. In addition, employees increase cooperation between employees and with leaders so that good work coordination is established.

REFERENCES

- ❖ Cardona, Pablo and Carlos Rey. 2022. Management by Missions Connecting People to Strategy through Purpose. Palgrave macmillan
- ❖ Dicky Ari Vanjery MD, 2019. Influence Motivation And Leadership Style Against Employee Performance at the Secretariat General Bureau General of the Ministry of Internal Affairs. Journal
- ❖ Donni, 2017. Personnel Performance Management in HR Management. Faithful Pustaka CV. Bandung
- ❖ Dwiyanto, Agus 2013, Reformation Bureaucracy Public in Indonesia, Yogyakarta
- ❖ Hasnawati, et al. 2019. Influence Motivation And Leadership Style On Employee Performance at Class IIB Selayar State Detention Office. Journal

- ❖ Keban, Yeremias T, 2013, Six Dimensions Strategic Administration Public, Gava Media. Yogyakarta
- ❖ Kumorotomo, Abu Wahyudi. 2011. State Administration Ethics. Rajawali Press. Jakarta.
- ❖ Kristiana Dewi, 2018. Influence Motivation And Leadership Style Against Employee Performance Through Satisfaction Work Employee As Intervening Variables at Pd Bpr Bkk Wonosobo, Journal
- ❖ Listyarini Sri, 2019. TAPM Writing and Proposal Guidelines. Open University. Banten
- ❖ Mangkunegara, 2017. Management Human Resources, Rosda Jakarta _
- ❖ Malayu SP Hasibuan, 2016. Human Resource Management. Script Earth
- ❖ Palong, Harbani. 2012. Administration Theory Public Alfabeta. Bandung
- ❖ Rivai, Basri. 2011. Management Human Resources. _ Radja Grafindo Persada. Jakarta
- ❖ Ratminto, 2010. Management Service. Bandung Student Library
- ❖ Sedianingsih. 2014. Theory and Practice Administration Secretariat, Jakarta: Kencana
- ❖ Please, Ulbert. 2010. Study About Knowledge Administration, Bandung: Sinar New Algensindo
- ❖ Sedarmayanti, 2010. Human Resources and Productivity Occupation: Mandar Maju Jakarta
- ❖ Soetrisno. 2010. Management Modern Offices, Jakarta: State Administration Institute of the Republic of Indonesia
- ❖ Sugiyono. 2014, Research Methods quantitative _ Bandung: Alfabeta Bandung.
- ❖ Yulita Zanaria, 2015. Management Body Performance Regional Finance and Assets
- ❖ Viona Anjelia, 2018, Influence Motivation Against Employee Performance With Leadership Style As Moderator Variable at Bank Nagari at Head Office in West Sumatra. Journal