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Leadership and Motivation On Employee Performance

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Abstract: The purpose of this research is to understand and analyze: (1) Leadership (2) work motivation; (3) Employee Performance; and (4) the influence of Leadership and work motivation on Employee Performance at Madrasah Aliyah Azzakiyah, Bandung Regency, both simultaneously and partially. The research methods used in this study are descriptive surveys and explanatory surveys, with the unit of analysis being the employees at Madrasah Aliyah Azzakiyah Bandung Regency, with a sample size of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional.

Based on the research results, it was found that Leadership at Madrasah Aliyah Azzakiyah Kabupaten Bandung received mostly positive responses from the employees; the work motivation of employees at Madrasah Aliyah Azzakiyah Bandung Regency can generally be considered good; the Employee Performance at Madrasah Aliyah Azzakiyah Kabupaten Bandung is currently rated as good. Leadership and Work Motivation simultaneously influence Employee Performance at Madrasah Aliyah Azzakiyah, Bandung Regency. However, partially, Leadership has a more dominant influence on performance than Work Motivation. Since Leadership has a more dominant influence on Performance, making it the top priority in improving Employee Performance, Madrasah Aliyah Azzakiyah Bandung Regency is expected to pay attention to the fact that leaders significantly contribute to the improvement of employee performance.

Keyword: Leadership, Motivation, Employee Performance.

INTRODUCTION

Human resources are an important asset to achieve goals in every organization. Organizations need high-quality human resources, both leaders and members, in work plans and supervision, which are determinants of achieving goals. Many factors determine whether an organization will succeed, one of which is human resources. The overall success of an organization is a contribution from the work achieved by its members. Humans are created by the Almighty to live in groups, with the intention that interactions among humans occur to fulfill their needs. In a group consisting of people with common interests, a leader will emerge. The leader will guide the group they are in towards a goal. Therefore, a leader must possess a spirit of leadership. If a leader is unable to clearly direct their group towards a goal, it will certainly cause confusion among their followers. This will also decrease the followers' trust.

Loss of trust can lead to the downfall of a leader's position, therefore a leader must maintain their attitude and behavior.

According to Alison and Hartley (2000: 40), the role of leadership is not only about the strong direction of an organization where problems and solutions are well-known, but the role of leadership also involves participating in a context of change, in the continuous and uncertain changes. This requires an approach that is not only about the "implementation" of previously established policies but also the governing laws. Good management in an organization greatly depends on leadership in carrying out the functions of planning, organizing, coordinating, and controlling, including in a School Office. The School Office has a leader called the Principal. The Principal needs to possess and master managerial skills in order to perform their duties well. A Principal should possess more adequate abilities, so that they can lead and improve the performance of the staff they oversee. The success of an organization greatly depends on its human resources, in this case, the Principal and all the staff under him. Besides the managerial abilities of the leader, motivational factors can also influence the performance of their subordinates. Basically, the institution not only expects employees who are capable, skilled, and proficient, but most importantly, they are willing to work hard and have the desire to achieve optimal work results. The abilities, skills, and competencies of employees are meaningless to the organization if they are not willing to work hard using the abilities, skills, and competencies they possess. Therefore, motivation is important because with motivation, it is expected that each individual employee will be willing to work hard and enthusiastically to achieve high performance.

Madrasah Aliyah, as an educational organization, requires employees who possess high abilities and motivation to realize the organization's goals. Therefore, both the principal and the staff, as components of the school employees, are expected to demonstrate good performance in carrying out their duties, so that they can optimally achieve the expected results from their tasks. The principal is a dominant factor because they function as a manager and supervisor who are required to provide motivation and direction to the staff so that they can perform their duties well. Motivation is a state within an individual that drives the desire to engage in certain activities to achieve a goal. Therefore, it is important for leaders to understand what motivates their employees or subordinates. The presence of motivation in carrying out their work will automatically improve employee performance.

The issue of leadership is very broad and encompasses a wide range of fields, playing a very important role in education, within an organization, and even in everyday life. In every society, two groups emerge with different social roles, namely the small group that leads and the large group that follows. Without a leader, the goals of an organization become meaningless because there is no one to act as a unifier of various interests. According to S.P. Siagian in his book titled "Organization, Leadership, and Organizational Behavior," leadership is the ability of someone who holds a position or serves as a unit leader to influence the behavior of others, especially their subordinates, to think and act in such a way that through positive behavior, they contribute significantly to the achievement of the organization's goals.

A leader is a very important factor in a work group. A leader has a significant influence on their employees because the progress of an employee largely depends on the leader's ability to nurture and guide their members to achieve common goals. Leaders are expected to bring about the changes desired by the community. As educators, we are required to respond to various changes and diverse public needs by improving employee performance at the Sekolah, Madrasah Aliyah Azzakiyah office in Bandung Regency by enhancing the capabilities of the Principal (leader) including supervision, responsibility, and public service initiatives in governance, which is a homework task to support the success of implementing autonomy.

Seeing the current condition, the leadership of the Principal at Madrasah Aliyah Azzakiyah, Bandung Regency, is still not optimal. This condition is evident from several indicators, such as the execution of tasks not being based on the organization's mission,

resulting in many programs being created but not fully implemented and achieved. Osborne and Gaebler (2002) stated that an organization driven by a mission is more efficient, effective, innovative, flexible, and has a higher spirit compared to one driven by regulations.

Some issues in the field of personnel management include the absence of performance indicators for a unit of a government organization, which makes it difficult to measure the success level of a unit's mission. Specifically, it is challenging to assess whether Educators in each unit of the organization have worked according to the goals and performance indicators that have been jointly formulated. The activities and implementation of Village Government organizers are highly dependent on the performance of sub-district officials in carrying out their duties or obligations to develop and improve work quality, thereby achieving satisfactory results for the local community. According to Sadirman (2006), motivation is the internal drive to engage in activities to achieve goals. Good work motivation can improve employee performance and indirectly have a positive impact on the institution by enhancing the performance of the employees. Someone can work well if they receive good work motivation as well. Work motivation does not only come from within the individual, but also requires a good combination of oneself, superiors, and the work environment itself. However, behind all of that, we need to know how to increase employee work motivation. Driven by curiosity and the reality mentioned above, that is what led the author to choose the topic of how to improve work motivation.

In an organization, an employee is expected to be more diligent and active in their work. To achieve this, motivation in performing tasks is necessary, because an employee with high work motivation usually has high performance as well. Motivation is a factor that can influence employee performance; a lack of motivation given results in a decline in employee performance. High motivation can be realized when the leadership style of the leader in the organization is well-executed. In this study, the researcher conducted the research at Madrasah Aliyah Azzakiyah, Bandung Regency.

Referring to the background explanation above, the author formulates the problem as follows:

1. What is the influence of leadership on Madrasah Aliyah Azzakiyah in Bandung Regency?
2. How does motivation affect the Jatinangor Subdistrict Office?
3. How do Leadership and Motivation influence the performance of employees in the Jatinangor Subdistrict?

METHOD

The method used in this research is the descriptive survey and explanatory survey methods, which were conducted through data collection in the field. As for the survey method. The population in this study consists of 30 employees of on Madrasah Aliyah Azzakiyah in Bandung Regency, where the researcher uses the saturated sampling technique, meaning the entire population becomes the sample. Thus, the research sample consists of 30 people. The hypothesis in this study is processed using path analysis.

RESULTS AND DISCUSSION

To reveal the influence of a variable or a set of variables on another variable, Path Analysis can be used. (Path Analysis). In this path analysis, the magnitude of the influence of one variable on another, both directly and indirectly, can be determined. Before making a decision regarding the magnitude of the influence of one variable on another, hypothesis testing is first conducted, either as a whole or individually.

To determine whether the independent variables, namely the influence of leadership and work motivation on employee performance at Madrasah Aliyah Azzakiyah, Kabupaten Bandung, a path analysis was conducted using SPSS release 25 software. The steps taken include calculating the correlation between variables, resulting in the table below.

Table 1. Correlation Matrix Between Variables
Correlations

		Kinerja	Kepemimpinan	Motivasi Kerja
Pearson Correlation	Kinerja	1.000	.691	.589
	Kepemimpinan	.691	1.000	.359
	Motivasi Kerja	.589	.359	1.000
Sig. (1-tailed)	Kinerja	.	.000	.000
	Kepemimpinan	.000	.	.005
	Motivasi Kerja	.000	.005	.
N	Kinerja	30	30	30
	Kepemimpinan	30	30	30
	Motivasi Kerja	30	30	30

Source: SPSS output results

Next, based on the results of the correlation matrix calculations, the path coefficients, the overall influence from X1 to X2, and the path coefficients of other variables outside the X1 to X2 variable can be calculated as shown in Table 2 below..

Table 2. Path Coefficients

Path Coefficient X ₁ to X ₂	$p_{x_1x_2}$	0.359
Path Coefficient X ₁ to Y	p_{yx_1}	0.691
Path Coefficient X ₂ to Y	p_{yx_2}	0.589

Source: SPSS output results

The calculation results for the multiple determination coefficient ($R^2_{Y.X_1, X_2}$), the correlation coefficient ($R_{Y.X_1, X_2}$), the determination coefficient of other variables against Y ($P^2_{Y\epsilon}$), and the path coefficient of other variables against Y ($P_{Y\epsilon}$) are detailed in Table 3 below:

Table 3. Multiple Determination Coefficient, and Path Coefficient of Other Variables

Multiple Determination (R^2)	$R^2_{Y.X_1, X_2}$	0.737
Multiple Correlation Coefficient	$R_{Y.X_1, X_2}$	0.861
Determination of Other Variables on Y	$P^2_{Y\epsilon}$	0.263

Source: SPSS output results

This means that the influence of variables X1 and X2 together on variable Y is 0.737 or 73.7%, indicating that variables X1 and X2 together affect Y, and the remaining 0.263 or 26.3% is influenced by other variables not included in the study. Based on the theoretical framework that there is an influence between leadership and work motivation on the performance of employees at Madrasah Aliyah Azzakiyah, Bandung Regency, the overall hypothesis will be tested in the form of Table 4 as follows:

Table 4. Results of Simultaneous Testing of X1 and X2 on Y
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	340.678	2	170.339	18.268	.000 ^b
	Residual	438.249	27	9.324		
	Total	778.927	29			

Source: SPSS output results

From Table 4 above, it can be seen that the F-value is 18.268 with a significance level of 0.00, which is less than 0.05. Therefore, it can be concluded that the simultaneous test results are proven or significant, and further analysis can be conducted with partial testing. Meanwhile,

the results of the causal relationship or direct influence of X1 and X2 on Y can be seen in Table 5 below.

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside of Variables X1 and X2

Path Analysis Interpretation		
Explain	Explain	%
Influence X1, X2 to Y	0.737	73.7
Outside Influence X1, X2	0.263	26.3
Total		100

Source: SPSS output results

From the test results, it can be concluded that leadership and work motivation have an impact on employee performance at Madrasah Aliyah Azzakiyah, Bandung Regency, amounting to 73.7%, while the remaining 26.3% is influenced by other factors not examined by the author, namely work climate, commitment, work culture, and work environment. However, when viewed partially, leadership has a more dominant influence on performance than work motivation. From the hypothesis testing results, a causal relationship diagram of variables X1, X2 to Y can be illustrated as follows.:

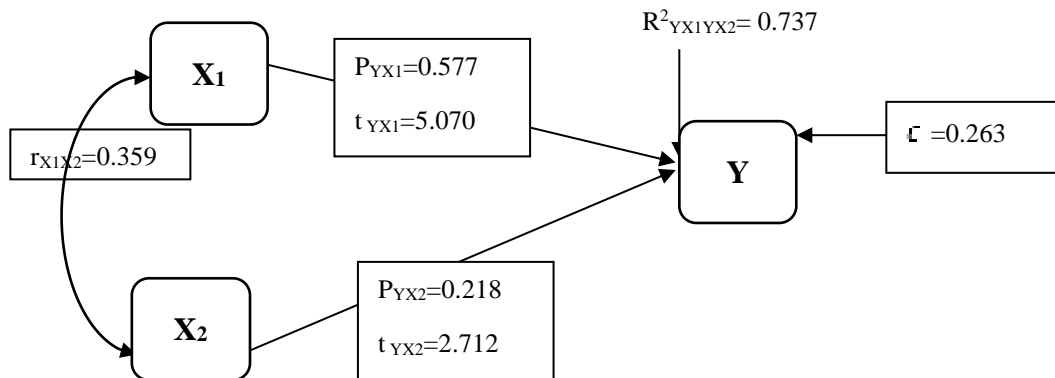


Figure 1. Causal Diagram between Leadership (X1) and Work Motivation (X2) on Performance (Y)

As shown in Figure 1 above, it is evident that dominant leadership affects performance with a path coefficient of 0.577 and a t-value of 5.070, with a t-table value at the significance level $\alpha(0.05) = 1.67$, compared to work motivation with a coefficient of 0.218 and a t-value of 1.712, with a t-table value at the significance level $\alpha(0.05) = 1.67$. Both variables have been proven to affect performance, as shown in Table 6 below.

Table 6. Partial Path Coefficient Testing

Path Coefficient		T _{test}	t _{table}	Summary
PYX ₁	0.577	5.070	1.67	Ho Rejected There is an influence of leadership on performance.
PYX ₂	0.218	2.712	1.67	Ho Rejected There is an influence of work motivation on performance.

Source: SPSS output results

Based on the calculations above, it can be revealed that leadership towards employee performance at Madrasah Aliyah Azzakiyah, Bandung Regency, both directly and indirectly, can be seen in Table 7 below:

Table 7. Direct and Indirect Influence of Leadership on Performance

Path Analysis Interpretation			
Expl		Influence	%
X ₁	Direct Influence to Y	0.527529	52.7529
	Indirect Influence from X ₂ to Y	0.054455	5.445527
Total		0.581984	58.19843

Source: SPSS output results

From the table above, it can be seen that the contribution of leadership to performance directly is 52.7529% with a t-statistic coefficient of 5.070, while the t-table value at the significance level $\alpha(0.05) = 1.67$, because the t-statistic value $>$ t-table, and indirectly through the work motivation variable by 5.445527%. Meanwhile, the overall contribution of leadership to performance reaches 58.19843%, it can be concluded that leadership significantly has a direct impact on performance. This empirical evidence indicates that in efforts to improve performance, there needs to be an improvement in the leadership paradigm factor, because the leadership factor is closely related to performance improvement. The path coefficient shows a positive and significant value, meaning that the better the leadership created, the better the performance will be.

Similarly, the results of the above calculations reveal that the influence of motivation on the performance of employees at Madrasah Aliyah Azzakiyah, Bandung Regency, both directly and indirectly, can be seen in Table 8 below :

Table 8. Direct and Indirect Effects of Work Motivation on Performance

Path Analysis Interpretation			
Expl.		Influence	%
X ₂	Direct Influence to Y	0.100561	10.0561
	Indirect Influence from X ₁ to Y	0.054455	5.445527
Total		0.155016	15.5016

Source: SPSS output results

From the table above, it can be seen that the contribution of work motivation to performance directly is 10.0561% with a t-value coefficient of 1.712, while the t-table value at the significance level $\alpha(0.05) = 1.67$, because the t-value $>$ t-table, and indirectly through the leadership variable is 5.445527%. Meanwhile, the overall contribution of work motivation to performance reaches 15.5016%, it can be concluded that work motivation significantly directly affects performance, this empirical evidence indicates that in efforts to improve performance, there needs to be an improvement in work motivation factors, because work motivation factors are closely related to performance improvement. The path coefficient shows a positive and significant value, meaning that the better the work motivation, the higher the performance of the employees at Madrasah Aliyah Azzakiyah, Bandung Regency.

CONCLUSION

Based on the research conducted to determine the Influence of Leadership and Work Motivation on Employee Performance at Madrasah Aliyah Azzakiyah, Bandung Regency, the following conclusions can be drawn:

1. The leadership at Madrasah Aliyah Azzakiyah, Bandung Regency does not yet meet the needs of the organization, meaning that leadership is one of the factors that has a significant impact on the continuity of the organization. However, there are several elements/indicators that are considered less comfortable, leading respondents to mostly choose neutral answers.

2. The work motivation of employees at Madrasah Aliyah Azzakiyah, Bandung Regency is generally considered to be in line with the state of the organization. Several indicators of work motivation, such as meeting basic needs, feeling safe while performing tasks, having good relationships with other employees, and frequently wanting and receiving recognition for their work, have relatively high scores. However, the indicator for consistently undertaking challenging tasks tends to score lower.
3. The performance of employees at Madrasah Aliyah Azzakiyah, Bandung Regency is classified as high, with some employees even having high satisfaction. From several existing indicators, overall, they show good and high values.
4. Leadership and Work Motivation simultaneously influence employee Performance at Madrasah Aliyah Azzakiyah, Bandung Regency. However, partially, Leadership has a more dominant effect on Performance than Work Motivation. And partially, the influence of Leadership and Work Motivation on Employee Performance is as follows:
 - A. Leadership affects Performance, so if the Leadership is appropriate, Performance will also improve.
 - B. Work Motivation affects Performance, so if the Work Motivation possessed by employees aligns with their competencies, Performance will also improve.

Suggestions

Based on the research and observations that have been conducted, the author would like to propose several suggestions that can be considered by Madrasah Aliyah Azzakiyah, Bandung Regency, to improve leadership and work motivation. These suggestions include:

1. In facing organizational changes, leadership is deemed important to drive discipline, motivation, and the desire of employees to deliver the best results for the organization. So that leadership in the future must receive more attention.
2. Improving employee work motivation can be achieved by enhancing the understanding of the prevailing value system and being responsive to all received information. Therefore, Madrasah Aliyah Azzakiyah, Bandung Regency should increase its employees' motivation through the provision of several awards and adequate facilities, which will subsequently encourage the achievement of high satisfaction.
3. The performance of the employees of Madrasah Aliyah Azzakiyah, Bandung Regency must be improved so that the performance and motivation formed become even higher.

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