

# The influence of leadership style on performance with motivation as mediation (study on employees of Metro City Trade Services during pandemi)

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## Abstract

**Purpose:** This study aims to analyze the mediating role of motivation in the influence of leadership style on employee performance at the Metro City Trade Office during the pandemic period.

**Research Methodology:** The research applied a quantitative survey approach with census sampling involving 300 employees. Data were collected through online questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS), including tests of validity, reliability, and hypothesis testing.

**Results:** The findings indicate that leadership style does not have a direct and significant effect on employee performance. However, leadership significantly influences motivation, and motivation in turn positively and significantly affects performance. Furthermore, motivation is proven to mediate the relationship between leadership and performance, highlighting its strategic role in improving organizational outcomes.

**Conclusions:** Motivation is a crucial factor in enhancing employee performance under pandemic-related work conditions. Leadership's impact becomes effective only when it strengthens employee motivation, indicating that motivational support is essential for sustaining performance in dynamic and uncertain contexts.

**Limitations:** The study is limited to one public sector organization and focused solely on leadership, motivation, and performance variables. The research also coincided with a leadership transition, which may have influenced employee responses. The use of PLS-SEM also restricts broader generalization.

**Contribution:** This research contributes to human resource management practices in the public sector by showing the importance of motivation as a mediating factor. It offers practical insights for leaders to strengthen motivation in order to enhance employee performance, particularly in dynamic work settings.

**Keywords:** *Employee Performance, Leadership, Motivation*

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## 1. Introduction

The Indonesian government, especially the Ministry of State Administrative and Bureaucratic Reform, has issued many circulars to regulate the work system of the State Civil Apparatus (ASN) Minister of PANRB Circular Letter (SE) Number 19 of 2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent Covid-19 in Government Agencies. In this regulation, the Personnel Development Officer (PPK) in each institution regulates ASN to Work From Home or Work

From Home (WFH) by considering various factors, one of which is health conditions. The number of ASNs who are misguided regarding the new work system forms the perception that WFH will be a mandatory right for ASN employees. Finally, this also leads to the effectiveness of the ASN itself; if WFH is not based on certain considerations and becomes the right of every ASN, then many ASNs are not productive. One of the reasons for this is evidenced by the data released by the Ministry of Administrative and Bureaucratic Reform, which was reported by Kompas.com (2021). Since the implementation of WFH on the State Civil Apparatus (ASN), there have been many complaints regarding the declining quality of public services (Madariaga et al., 2017).

The pandemic has also affected Civil Apparatuses at the Metro City Trade Service. Metro City Trade Service is a service assigned to implement the policies of the Republic of Indonesia Ministry of Trade in the Metro City area. Metro Lampung City is an area with a moderate risk of spread so the ASN of the Metro City Trade Service during the Covid pandemic in 2021 worked with a ratio of the number of ASNs with a maximum WFO of 50% to 50% WFH. The work system of 50% WFO and 50% WFH every week greatly affects the performance of the ASN of the City of Metro's Trade Department. Table 1 shows the change in ASN performance in the City of Metro Trade Service before and after the pandemic.

Table 1 Metro City Trade Office Employee Performance

Category	Year				
	2016	2017	2018	2019	2020
Service Orientation	82	81,4	82,7	85,4	83
Commitment	81	83,5	84	86	85
Attendance	90	95	97	98	96
Integrity	81,2	80	80,5	82,5	81,7
Discipline	79,8	80,2	81,5	82,6	81
Teamwork	81,3	80,2	81	82	80

Source: Presurvey (2021)

Table 1 shows a decrease in the ratings for all performance indicators. The decrease in the performance appraisal of the ASN of the Metro City Trade Service is allegedly due to changes in the work system during the pandemic. Performance is individual because each employee has different abilities to carry out their duties. Job performance or performance is considered the main criterion for assessment in human resource management (Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019). Assessment of organizational processes, such as the selection of personnel, compensation, rewards, and training. Regardless of the purpose of evaluation, organizations need accurate performance appraisals, and even better if they produce the same results while saving time and effort (DeNisi & Murphy, 2017).

Campbell and Wiernik (2015) define performance as a construct consisting of behavior under control that contributes to organizational objectives. Campbell and Wiernik (2015) emphasized that performance is a set of behaviors, not the variables that determine these behaviors or their outcomes. Performance is individual because each employee has different abilities to carry out their duties. Azizaha et al. (2020) and Daraba, Wirawan, Salam, and Faisal (2021), found that the performance of employees who work amidst pandemic conditions is greatly influenced by leadership, especially when working from home during a pandemic (Working From Home).

Sougui, Bon, and Hassan (2015) and Al Khajeh (2018) found that the four forms of leadership (transformational, transactional, servant, and Laissez-faire) have a significant influence on employee performance. Charismatic, bureaucratic, and transactional leadership types have a negative effect on employee performance, while transformational, autocratic, and democratic leadership have a positive influence on employee performance (Purwanto, 2020). In addition, there is a contingency leadership type, which is a challenging behavioral theory that there is no one best way to lead, and a leadership style that operates in some circumstances may be ineffective in other circumstances (Vidal,

Campdesuñer, Rodríguez, & Vivar, 2017). Situational leadership theory proposes that leadership style must be adjusted according to the maturity of subordinates (Sari & Sowiyah, 2022). Figure 1 shows the assessment of the quality of superior leadership at the Metro City Trade Service.



Figure 1. Metro City Trade Office Leaders Scoring  
Source : Metro City Trade Office (2021)

A decrease in the quality of leadership and work motivation has resulted in a decrease in the performance of ASNs at the City of Metro Trade Service. These two variables are thought to be the reason for decreased performance, following research conducted by Syafii, Thoyib, Nimran, and Djumahir (2015), Manoppo, Muis, and Umar (2023), (Susanto & Siswoyo Haryono, 2020), and (Laksmana & Riana, 2020). The four studies have one conclusion in common: work motivation possessed by employees has a significant mediating role in the influence of leadership on employee performance. Based on the description of the background and the identification of the problem, this research was conducted to analyze the role of mediating work motivation in the positive and significant influence of leadership style on the performance of the employees of the Metro City Trade Office in Indonesia.

## 2. Literature review

### 2.1 Leadership

Leadership style is a pattern of behavior that leaders consistently exhibit when influencing group members (Bass & Avolio, 1994; Gemeda & Lee, 2020). A manager with other managers certainly has a different leadership style. Bass and Avolio (1994) identify two types of leadership approaches, namely transformational and transactional. Transactional leadership is more about the exchange of expected values. Suhendra (2021) states that transactional leadership occurs when a leader interacts with employees to exchange something. In this type of transactional leadership, the leader expects results that follow the gifts made by the leader so that transactional leadership is result-oriented (Vidal et al., 2017). Bass and Avolio (2011) developed another dimension, which is called a passive leadership style, in which a leader fails to act and is absent from employee-related issues. In Table 2, these elements comprise the FRL.

Table 2. Full Range Leadership Dimension

Full Range Leadership	Indikator
Transformational Leadership	Idealized Influence Inspirational Motivation Intellectual Stimulation Individualized Consideration

Transactional Leadership	Contingent Rewards
Passive Leadership	Active Management-By-Exception
	Passive Management-By-Exception
	Laissez-Faire

Source: Bass and Avolio (2011)

## 2.2 Motivation

Being motivated means being moved to do something. A person who feels there is no drive or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward a goal is considered to be motivated. In the theory of self-determination, motivation can be distinguished into two types based on different reasons or goals that lead to an action. The most fundamental difference is between intrinsic motivation, which refers to doing something because it is inherently interesting or pleasurable, and extrinsic motivation, which refers to doing something because it leads to separable results. Intrinsic motivation is defined as performing an activity for satisfaction; when intrinsically motivated, a person is moved to act for the pleasure or challenge that accompanies it rather than due to external encouragement, pressure, or rewards. Extrinsic motivation is related to activities performed to achieve separable results.

Two factors affect a person's motivation at work:

### A. Internal factors

Tremblay, Blanchard, Taylor, Pelletier, and Villeneuve (2009) state that internal motivational factors that can affect giving motivation to someone include:

- The desire to live.
- The desire to possess.
- A desire for awards.
- Desire for recognition.
- The desire for power.

### B. External Factors

External factors also play a role in weakening work motivation (Tremblay et al., 2009). External factors included:

- Working environment conditions:
- Adequate compensation.
- Good supervision.
- There is job security.
- Status and responsibilities of the authors.
- Flexible regulations

## 2.3 Performance

Performance is a function of both motivation and ability. To complete a task or job, a person must have a certain degree and level of willingness. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it (Pavelescu, 2023). Koopmans, Bernaards, Hildebrandt, de Vet, and van der Beek (2014) define performance as patterns of behavior and actions of employees that are relevant to organizational objectives. This performance places more emphasis on the patterns of behavior and actions of employees than on the results of the behavior itself. It includes behaviors that are under the control of the individual unless the behavior is influenced by the environment. Based on this definition, it can be stated that performance is the ability to do something to achieve the goals that have been set or the results achieved by someone according to the standards that apply to the job in question or a record of the gains resulting from the function of a particular job for a certain period. According to Koopmans et al. (2014), there are four performance indicators: task performance, contextual performance, adaptive performance, and counterproductive work behavior.

## 2.4 Hypothesis Development

### A. The influence of leadership on performance

Previous research conducted by Azizaha et al. (2020) and Daraba et al. (2021) found that leadership has a positive and significant effect on job satisfaction and teaching performance at Islamic

universities amid a pandemic. Leadership shown when Working from Home during a pandemic (Working from Home) has a positive and significant influence on employee performance. Sougui et al. (2015) and Al Khajeh (2018) found that the four forms of leadership (transformational, transactional, servant, and Laissez-faire) have a significant influence on employee performance, and charismatic, bureaucratic, and transactional leadership types have a negative effect on employee performance, while transformational, autocratic, and democratic leadership have a positive influence on employee performance. Based on this, the following hypothesis is proposed:

H<sub>1</sub>: Leadership style has a positive and significant effect on the performance of the employees of the Metro City Trade Office.

**B. The influence of leadership on motivation**

Research conducted by Naile and Selesho (2014) found a strong relationship between leadership and employee commitment in increasing performance. Naile and Selesho (2014) also found that leadership that generates a sense of trust between superiors and subordinates inspires a common vision, encourages creativity, and strengthens positive aspects in developing employee motivation. Research conducted by Buble, Juras, and Matić (2014) found that leadership shown by managers has a very strong relationship with subordinates' work motivation, and this leadership influences more intrinsic motivation than extrinsic motivation. Buble et al. (2014) also found that the leadership possessed by managers is different at each level of management. Based on this, the following hypotheses are proposed:

H<sub>2</sub>: Leadership style has a positive and significant effect on the work motivation of the employees of the Metro City Trade Office.

**C. The influence of motivation on performance**

Many studies emphasize the importance of work motivation for public service employees in government agencies. Previous studies that tested the direct effect of motivation on performance have also been conducted. Other previous studies were also conducted by Devany and Arquisola (2020), Nilasari, Nisfiannoor, and Devinta (2021) and Siddiqui (2019). Devany and Arquisola (2020) found that during the pandemic, employees' motivation changed and greatly affected their performance. Nilasari et al. (2021) and Siddiqui (2019) state that the motivation provided by company leaders has a significant influence on employee performance. Based on this, the following hypothesis is proposed:

H<sub>3</sub>: Motivation has a positive and significant effect on the performance of Metro City Trade Office employees.

**D. The mediating role of motivation in the influence of leadership on performance**

Researchers conducted preliminary research in 2021 and found that there was a decrease in the quality of leadership and a decrease in work motivation, making the performance of ASNs at the Metro City Trade Service decrease compared to 2019. These two variables are suspected to be the reason for the decrease in performance, according to research conducted by Syafii et al. (2015). Research conducted by Syafii et al. (2015) showed that company culture and employee motivation partially mediate the effect of leadership on employee performance. Manoppo et al. (2023) in their research found that employee performance is influenced by leadership both directly and through the role of mediating work motivation, so that effective leadership can strengthen employee motivation, which can indirectly improve their performance. Research conducted by Susanto and Siswoyo Haryono (2020) showed that leadership significantly affects work motivation and employee performance, and work motivation significantly mediates the influence of leadership on employee performance. Based on this, the following hypotheses are proposed:

H<sub>4</sub>: Leadership style has a positive and significant effect on the performance of Metro City Trade Service employees through motivation mediation.

The four hypotheses developed above became the basis for the researcher to create the following research framework.

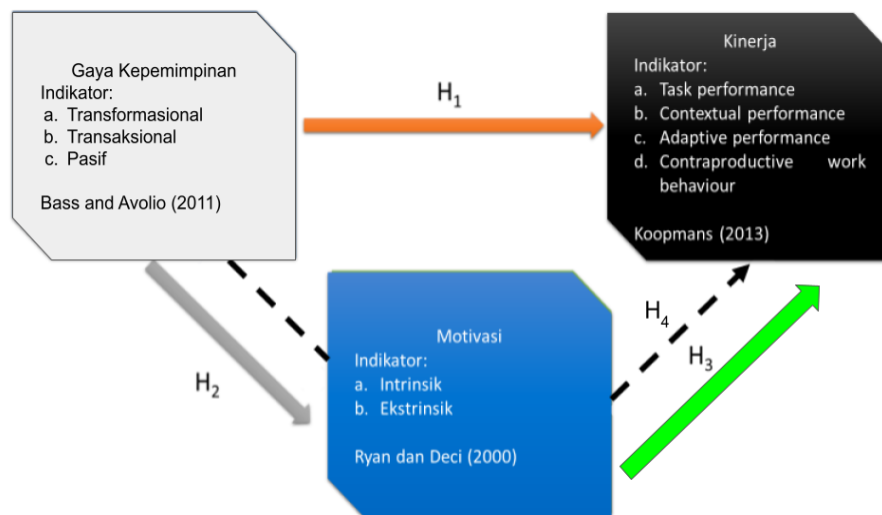


Figure 2 Research Framework

### 3. Research methodology

This type of research is a survey research that uses a quantitative approach. In social sciences, a quantitative approach is used to measure behavior, opinions, or attitudes (Cooper & Schindler, 2011). This research is non-experimental (survey). Survey research studies both large and small populations by selecting samples from these populations to determine the incidence, distribution, or relative interrelation of sociological and psychological variables (Cooper & Schindler, 2011). In practice, the survey research for this dissertation was carried out using descriptive and structural explanatory methods. Data were collected using a questionnaire. The questionnaire was used to conduct quantitative research, where the researcher wanted to obtain the overall profile of the employees of the Metro City Trade Service. Researchers used online questionnaires as research instruments. The objects to be sampled in this study were selected using a purposive sampling method.

Purposive sampling is a non-probability sampling method that occurs when the selected elements for the sample are selected based on the researcher's judgment (Sugiyono, 2013). The sample consisted of all employees of the Metro City Trade Office, totaling 300 people. Before analyzing the data obtained, they were tested first. The data in this study were tested for normality, validity, and reliability. Based on the hypotheses and analysis framework that has been prepared, the researchers used the SEM-PLS or Structural Equation Modeling-Partial Least Square analysis technique. Structural Equation Modeling (SEM) is a second-generation multivariate data analysis method that is often used to test linear models and theoretically supported causal studies, and can also be a powerful research tool for both simple and complex research (Xiong, Skitmore, & Xia, 2015). PLS-SEM does not require the basic assumption of fulfilling a minimum sample because it has been proven that there are no identified problems with a small sample size. Several software-based statistical tools can be used for processing PLS-SEM, including PLS-Graph, Visual-PLS, SmartPLS, and WarpPLS (Wong, 2019). PLS-SEM is an alternative when some of the basic assumptions of CB-SEM are not met, or because of the essence of the research objectives, which direct researchers to use PLS-SEM (Wong, 2019).

## 4. Results and discussion

### 4.1 Prerequisite Analysis Test

*Tests for normality, validity, and reliability were conducted using the PLS method. In the following, the research instrument test is discussed in terms of validity and reliability tests.*

#### A. Normality Test

In the early stages of research, it is necessary to conduct a normality test before conducting other tests that relate to two or more different variables. The normality test in this study was conducted using the SEM-PLS test by examining the skewness value of each indicator. The skewness values of each variable indicator are presented in Table 3.

Table 3. Skewness Score for Variable Indicator

No	Indicator	Skewness Score	Minimum Score	Result
1	Transformational	1,009	-2 < skewness < 2	Normal
2	Transactional	0,735	-2 < skewness < 2	Normal
3	Passive	0,255	-2 < skewness < 2	Normal
4	Intrinsik	0,527	-2 < skewness < 2	Normal
5	Ekstrinsik	0,068	-2 < skewness < 2	Normal
6	Task Performance	-1,407	-2 < skewness < 2	Normal
7	Conceptual Performance	-1,354	-2 < skewness < 2	Normal
8	Adaptive Performance	-1,205	-2 < skewness < 2	Normal
9	Contraproductive Work Behaviour	-0,523	-2 < skewness < 2	Normal

Source : Processed Data (2023)

Table 3 shows the skewness of each indicator. The distribution of the data is only considered normal if the skewness value of each indicator is between negative two and positive two (Hair, 2014). The skewness value of each indicator is between two negatives and two positives ( $-2 < \text{skewness} < 2$ ). This indicates that the data in this study can be declared to have a normal distribution.

#### B. Validity Test

This test was carried out by processing the questionnaire data obtained from the questionnaire questions given to the respondents. After obtaining the data from the respondents, a validity test was conducted by examining the Average Variance Extracted (AVE) value. The Average Variance Extracted (AVE) values of the three variables are shown in Table 4.

Table 4. Validity Test

	Average variance extracted (AVE)
Leadership	0,784
Performance	0,658
Motivation	0,761

Source: Processed Data (2023)

Table 4 shows that the Average Variance Extract value of the three variables is above 0.5. The data in the SEM-PLS model test can be declared to have good validity if the AVE value is above 0.5 (Hair, 2014). This shows that the data used in this study were valid.

#### C. Reliability Test

Reliability tests are conducted to determine the extent to which a measuring instrument can be trusted or relied upon (Sugiyono, 2013). In research using the SEM-PLS model, the reliability test was carried out through a construct reliability test by examining the Cronbach's alpha value for each variable (Hair, 2014). The Cronbach's alpha value for each variable obtained through the construct reliability test is presented in Table 5.

Table 5 Reliability Test

	Cronbach's alpha	Composite reliability (rho <sub>a</sub> )	Composite reliability (rho <sub>c</sub> )
Leadership	0,861	0,865	0,916
Performance	0,742	0,952	0,856
Motivation	0,786	0,789	0,864

Source : Processed Data (2023)

Table 5 shows that all three variables have Cronbach's alpha values above 0.7. Table 5 also shows that the three variables have a composite reliability value above 0.7. In testing the data using the SEM-PLS model, a Cronbach's alpha value above 0.7 indicates that the measurement tool can be trusted (Hair, 2014). This proves that the measuring instrument used in this study is reliable.

#### 4.2 Hypothesis Test

The results of the test using structural equation modeling-partial least squares (SEM-PLS) are presented in Figure 3. Based on Figure 3, it can be seen that the coefficient values of the estimating variables are thought to affect the level of performance of the employees of the Metro Lampung City Trade Service.

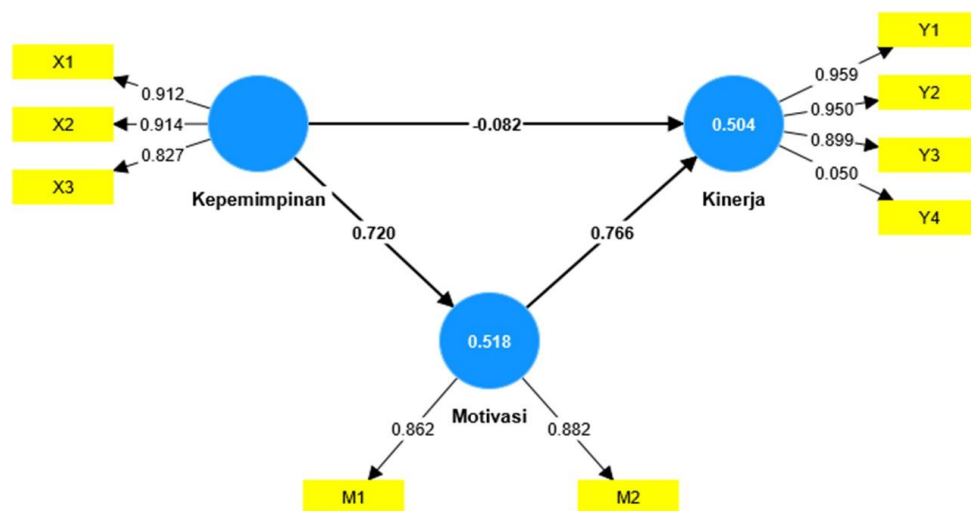


Figure 3. SEM-PLS Model  
Source: Processed Data (2023)

The results of the four hypothesis tests can be seen through the coefficients, and the level of influence that the independent variables have on the dependent variable can be seen through the coefficient values and their significance level. The value of the coefficient can be seen from the original sample value, and the level of significance can be seen from the T-statistics and P-values. The coefficient values and significance levels of the variables are presented in Table 6.

Table 6 Hypothesis Test

	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Leadership -> Performance	-0,082	0,072	1,134	0,257
Leadership -> Motivation	0,720	0,032	22,572	0,000
Motivation -> Performance	0,766	0,060	12,809	0,000
Leadership -> Motivation -> Performance	0,552	0,058	9,582	0,000

Source : Processed Data (2023)



From Table 6, it can be seen that all independent variables have a positive influence on the dependent variable, except for leadership on performance, and the overall T-statistics value exceeds the T value of 1.96, except for leadership on performance.

### **4.3 Discussion**

#### **A. The Influence of Leadership on Performance and Motivation**

- **The Influence of Leadership on Performance**

The results of the test of Hypothesis 1 show that leadership does not have a positive and significant influence on the performance of employees of the Metro City Trade Office (hypothesis not supported). The findings of this study are not supported by previous studies conducted by Azizaha et al. (2020) and (Daraba et al., 2021), which found that leadership has a positive and significant effect on job satisfaction and performance. This research is also not supported by previous studies conducted by Sougui et al. (2015) and Al Khajeh (2018), who found that leadership significantly influences employee performance. Unsupported findings occur because leaders before the 2023 work year have performance that is considered less than that of leaders in the 2023 work year.

- **The Influence of Leadership on Motivation**

The results of Hypothesis Testing 2 show that leadership has a positive and significant influence on the motivation of the employees of the Metro City Trade Office (hypothesis is supported). The findings of this study are supported by previous research conducted by Naile and Selesho (2014), who found that leadership can create a sense of trust between superiors and subordinates, inspire a common vision, encourage creativity, and strengthen positive aspects in developing employee motivation. The findings in this study are also supported by research conducted by Buble et al. (2014), who found that leadership shown by managers has a very strong relationship with subordinates' work motivation, and this leadership influences more intrinsic motivation than extrinsic motivation.

The results of the qualitative research show that the results of the respondents' assessment of the three indicators that make up the leadership variable are an average of 4, except for the passive indicators. The low rating of this passive indicator shows that leaders need to be more active in supervising employees to improve their performance. Based on the results of the assessment of the questionnaire responses with the lowest rating of " passively leading,

#### **B. The Influence of Motivation on Performance**

The results of Hypothesis Testing 3 show that motivation has a positive and significant influence on the motivation of the employees of the Metro City Trade Office (hypothesis is supported). The findings of this study are supported by previous studies conducted by Guterresa (2020), Devany and Arquisola (2020), Nilasari et al. (2021), and Siddiqui (2019). Research conducted by Guterresa (2020) found that the motivation of government employees greatly influences their performance. Devany and Arquisola (2020) found that during the pandemic, employees' motivation changed and greatly affected their performance. Nilasari et al. (2021) and Siddiqui ((Siddiqui, 2019) state that the motivation provided by company leaders significantly influences employee performance. The results of the qualitative research show that the results of the respondents' assessment of the two indicators that make up the motivational variable are an average of 4. This assessment indicates that, in general, the employees of the Metro Lampung City Trade Service have high motivation to work at the Metro Lampung City Trade Service. The lowest rating was for the intrinsic motivation indicator. This can be seen from the statement with the lowest score, namely, This work has become part of me," which shows that there are still employees who think that working at the Metro Lampung City Trade Office is just a job that is not part of themselves.

#### **C. The Influence of Leadership on Performance Through Motivational Mediation**

The results of the Hypothesis 4 test show that leadership has a positive and significant influence on the performance of employees of the Metro City Trade Office through motivational mediation (supported hypothesis). The findings of this study are supported by previous studies by Syafii et al. (2015), (Manoppo et al., 2023); Susanto and Siswoyo Haryono (2020), and Laksmana and Riana (2020).

Research conducted by Syafii et al. (2015) showed that company culture and employee motivation partially mediate the effect of leadership on employee performance. (Manoppo et al., 2023) in their research found that employee performance is influenced by leadership both directly and through the role of mediating work motivation, so that effective leadership can strengthen employee motivation and indirectly improve their performance. Research conducted by Susanto and Siswoyo Haryono (2020) show that leadership significantly influences work motivation and employee performance, and work motivation significantly mediates the influence of leadership on employee performance.

Laksmana and Riana (2020) found that both intrinsic and extrinsic motivation have a significant mediating role in the influence of leadership on employee performance. The results of the qualitative research show that the respondents' assessment of the three indicators that make up the performance variables are 2 to 4. This assessment indicates that the performance of the employees of the Metro Lampung City Trade Service is still considered to fluctuate. The lowest score was found for contraproductive work behavior. This shows that the employees of the Metro Lampung City Trade Office do not have a negative attitude towards their work at the Metro Lampung City Trade Service. Apart from that, there are two indicators that have an average value below 4, namely, task performance and contextual performance. This happens because employees are considered unable to remember the results of the work to be achieved and are not yet willing to take on extra responsibility.

## **5. Conclusion**

### **5.1 Conclusions**

Hypothesis 1 is not supported; leadership has no positive or significant influence on performance. The better the application of leadership, the performance of the employees of the Metro Lampung City Trade Office will not be affected. Hypothesis 2 is supported; that is, leadership has a positive and significant influence on motivation. The better the application of leadership, the more motivation shown by the employees of the Metro Lampung City Trade Office will increase.

Hypothesis 3 is supported; motivation has a positive and significant influence on performance in this study. The higher the motivation of the employees, the better the performance of the Metro Lampung City Trade Service. Hypothesis 4 is supported, namely, that leadership has a positive and significant influence on performance through motivation. The better the motivation to mediate the influence of leadership, the better the quality of performance shown by the employees of the Metro Lampung City Trade Office.

### **5.2 Suggestions**

The results of the questionnaire responses led the researchers to submit the following suggestions:

a. Based on the results of the assessment of the questionnaire responses with the lowest rating of "passive leadership" a suggestion can be made, namely, providing leadership training for employees of the Metro City Trade Office with the following objectives:

- Establishing open and clear communication between leaders and employees so that employees can get clear work directions and leaders and employees have the same understanding of what must be done to complete a work project.
- A good leader provides space for team members to contribute and uses his position to encourage each member to give an opinion and hone the courage to be involved in each meeting so that solutions to problems in work projects can be obtained appropriately.
- Not being passive but actively encouraging employee careers and development. Providing support for each individual to dig deeper into their talent and maximize their potential can help employees complete work with other methods that are better and more efficient.

b. Based on the results of the assessment of the questionnaire responses, the following suggestions can be made:

- Make a personal challenge to employees aimed at increasing their potential or skills.
- Exploring employee curiosity with a new and interesting topic of discussion.
- Conducting training activities such as LDK (Leadership Basic Training) which can improve employees' self-actualization

- Building a solid foundation of teamwork can foster a sense of comfort among employees.
- c. To improve performance, the following suggestions can be made:
  - Creating good communication between employees, so that employees can discuss with each other in making work plans and remind each other of the targets in completing their work.
  - Providing professional training at work enables employees to work professionally without encountering problems outside of work.

### 5.3 Limitation and study forward

This is due to the nature of the research question and the limited use of partial least squares-based SEM. Additionally, PLS-SEM does not test the significance of model parameters using standard errors and confidence intervals or account for measurement errors. Furthermore, this study is based largely on quantitative research methods. The survey conducted in this research yielded statistically insignificant results. The research on leadership variables in this study was conducted during the transition of leaders; therefore, the responses of the sample may differ from one another, which may cause the hypothesis on the subject to become insignificant.

The limitations of this study point towards topics to be addressed in the future. Human resource management in the Metro City Lampung public servant workforce will continue to develop. Human resource management research should strive to lead such changes. Owing to the urgent need for studies on Metro City Lampung public servant human resource management, the following area of public servant human resource management for future research is needed.

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