

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.

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 at home or Work From Home (WFH) by considering various things, 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. 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 a lot of 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 released by the Kompas Daily in mid-2020, that is, since the implementation of WFH on the State Civil Apparatus (ASN) there have been many complaints regarding the declining quality of public services.

The pandemic has also had an impact on Civil Apparatuses at the Metro City Trade Service. Metro City Trade Service, is a service assigned to carry out 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 Trade Department. Table 1 below shows a change in the performance of ASN 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 above shows that there is a decrease in 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 in carrying out his duties. Job performance or performance is considered the main criterion for assessment in human resource management (Villagrasa et al, 2019). Assessment of organizational processes, such as selection of personnel, compensation, rewards, or 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), emphasize 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 in carrying out his duties. Azizah et al (2020) and Daraba et al (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 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 the transformational, autocratic and democratic type of leadership has a positive influence on employee performance. 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 (Greenleaf, referred to in Khan et al, 2016). Situational leadership theory proposes that leadership style must be adjusted to the maturity of the subordinates (Bass, referred to in Khan et al, 2016). Figure 1 below 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 a decrease in 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 et al (2015), Guteressa et al (2020), Susanto et al (2020), and Laksmana and Riana (2020). The four studies have one conclusion in common, that is, 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.

2. Literature review and hypothesis/es development

2.1 Leadership

Leadership style is a pattern of behavior that is consistently played by a leader when influencing group members (Bass and Avolio, referred to in Yukl, 2010). A manager with other managers certainly has a different style of leadership. Bass and Avolio (referred to in Yukl, 2010) identify two types of leadership approaches, namely transformational and transactional. Transactional leadership is more about the exchange of expected value. Burns (referred to in Northouse, 2013) states that transactional leadership occurs when a leader makes contact with his employees to exchange something. The purpose of this transactional leadership, the leader will expect results that are following the gifts made by the leader so that transactional leadership will be result-oriented. 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 Full Range Leadership.

Table 2 Full Range Leadership Dimension

| Full Range Leadership | Indikator |
|-----------------------------|---|
| Transformational Leadership | Idealized Influence Inspirational Motivation Intellectual Stimulation Individualized Consideration |
| Transactional Leadership | Contingent Rewards Active Management-By-Exception |
| Passive Leadership | Passive Management-By-Exception Laissez-Faire |

Source: Bass and Avolio (2011)

2.2 Motivation

To be motivated means to be 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 motivated (Ryan and Deci, 2000). In the theory of Self-Determination (Ryan and Deci, 2000), motivation can be distinguished into two types motivation 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 doing 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 a construct that is related whenever an activity is performed to achieve some separable results.

Ryan and Deci (referred to in Hennessey et al, 2015) divide the two factors that affect a person's motivation at work, namely:

A. Internal factors

Tremblay et al (2009), states that internal motivational factors that can affect giving motivation to someone include:

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

B. External Factors

External factors also play a role in weakening one's work motivation (Tremblay et al, 2009). External factors include:

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

2.3 Performance

Performance is a function of motivation and ability, to complete a task or job a person must have a certain degree of willingness and level of willingness, a person's willingness and skills are not very effective enough to do something without a clear understanding of what to do and how to do it (Hersey and Blanchard, 2004). Koopmans et al (2013) defines 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 the results of the behavior itself. It contains behavior that is under the control of the individual itself 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 is a record of the gains resulting from the function of a particular job for a certain period. According to Koopmans et al (2013), there are four performance indicators, namely: 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 Azizah 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 and 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 the transformational, autocratic and democratic type of leadership have a positive influence on employee performance. Based on this, the following hypothesis can be formulated:

H₁: 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 that there is 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 et al (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 can be developed:

H₂: 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 working in government agencies, one of which is research conducted by Guterresa (2020). Previous studies that tested the direct effect of motivation on performance were also carried out by researchers other than Guterresa (2020). Other previous studies were also conducted by Devany and Arquisola (2020), Nilasari et al (2021) and Siddiqui (2019). Devany and Arquisola (2020), found that during the pandemic, the motivation of employees 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 can be formulated:

H₃: Motivation has a positive and significant effect on the performance of the employees of the Metro City Trade Office.

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

Researchers have conducted preliminary research where in 2021 it was 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), shows that company culture and employee motivation have a partially mediating role in the effect of leadership on employee performance. Guteressa et al (2020) 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 so that it can indirectly improve their performance. Research conducted by Susanto et al (2020) showed results where leadership significantly affects work motivation and employee performance and work motivation significantly has a mediating role in the influence of leadership on employee performance. Based on this, the following hypotheses can be developed:

H₄: Leadership style has a positive and significant effect on the performance of employees of the Metro City Trade Service through mediation of motivation.

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

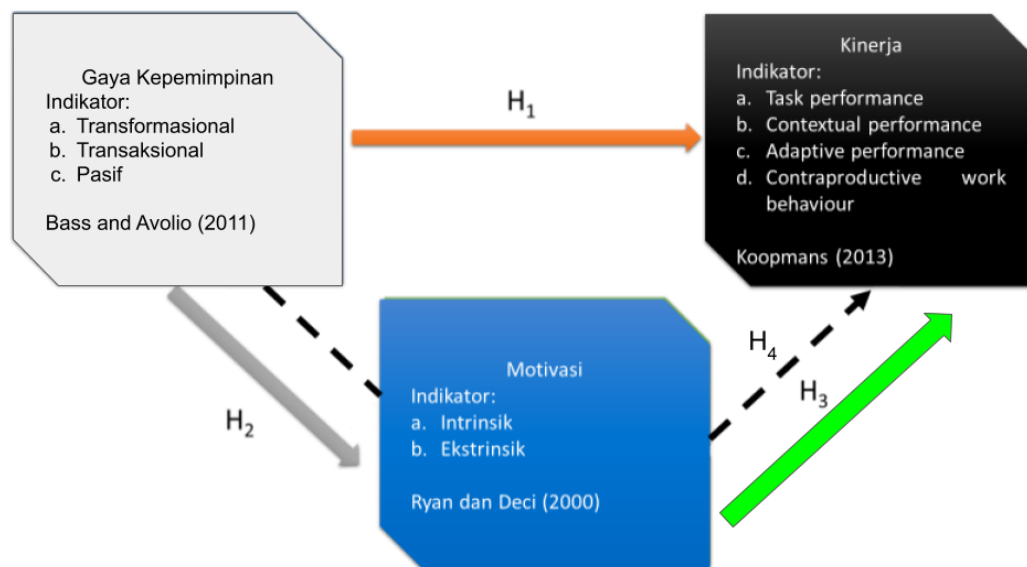


Figure 2 Research Framework

3. 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 and Schindler, 2013). This research is included in the non-experimental research (survey). Survey research studies both large and small populations by selecting samples from these populations in order to find the incidence, distribution, or relative interrelation of sociological and psychological variables (Cooper and Schindler, 2013). In practice, survey research on this dissertation was carried out using descriptive methods and structural explanatory methods. The method of collecting data in this study was carried out by using a questionnaire or questionnaire method. The questionnaire is used in conducting quantitative research, where the researcher wants to get the overall profile of the employees of the Metro City Trade Service. Researchers used online-based questionnaires as research instruments. The object to be sampled in this study was selected using a purposive sampling method.

Purposive sampling is a non-probability sampling method and this occurs when the selected elements for the sample are selected based on the researcher's judgment (Sugiyono, 2015). The sample is all employees of the Metro City Trade Office, totaling 300 people. Before analyzing the data obtained will be tested first. Testing the data in this study was carried out by testing normality, testing the validity and testing the 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 that can also be powerful research tools for both simple and complex research (Xiong et al, 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 that can be used for processing PLS-SEM are PLS-Graph, Visual-PLS, SmartPLS, and WarpPLS (Wong, 2019). PLS-SEM is present as another alternative when some of the basic assumptions of using 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 carried out using the PLS method. In the following, the research instrument test will be discussed in the form of validity and reliability tests.

A. Normality Test

In the early stages of research, it is necessary to carry out a normality test first before carrying out other tests that relate to two or more different variables. The normality test in this study was conducted through the SEM-PLS test, by looking at the skewness value of each indicator. The skewness value of each variable indicator is presented in the following 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 above 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 et al, 2016). The skewness value of each indicator is between two negatives and two positives (-2 < skewness < 2). This indicates that the data in this study can be declared to have a normal distribution.

B. Validity Test

This test is carried out by processing questionnaire data obtained from questionnaire questions given to respondents. After obtaining the data from the respondents, a validity test was conducted by looking at the Average Variance Extracted (AVE) value. The Average Variance Extracted (AVE) values owned by the three variables can be seen in the following 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 above shows the Average Variance Extract value owned by the three variables above 0.5. The data in the SEM-PLS model test can be declared to have good validity if it has an AVE value above 0.5 (Hair et al, 2016). This shows that the data used in this research is valid.

C. Reliability Test

Reliability tests are carried out to test the extent to which a measuring instrument can be trusted or relied upon (Sugiyono, 2015). In research using the SEM-PLS model, the reliability test was carried out through a construct reliability test by looking at the Cronbach alpha value that each variable had

(Hair et al, 2016). The Cronbach alpha value for each variable obtained through the construct reliability test can be seen in the following table 5.

Table 5 Reliability Test

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|-------------|------------------|-------------------------------|-------------------------------|
| 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 above shows that all three variables have Cronbach Alpha values above 0.7. Apart from that, Table 4.3 above also shows the three variables have a composite reliability value above 0.7. In testing the data using the SEM-PLS model, the Cronbach Alpha value above 0.7 indicates that the measurement tool can be trusted (Hair, et al, 2015). This proves that the measuring instrument used in the research can be stated to be reliable.

4.2 Hypothesis Test

The results of the test using Structural Equation Modeling – Partial Least Square (SEM-PLS) are presented in Figure 3. Based on Figure 3, it can be seen that the coefficient values of the estimating variables which are thought to affect the level of performance of the employees of the Metro Lampung City Trade Service.

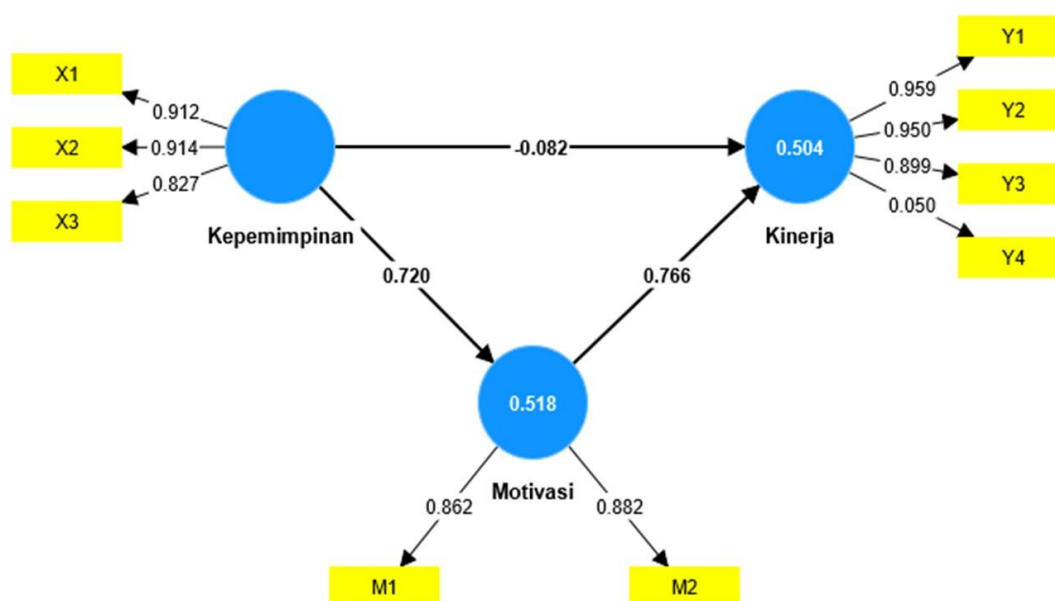


Figure 3 SEM-PLS Model
Source : Processed Data (2023)

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 the significance level of the variables can be seen in table 6 below.

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 value on the dependent variable except leadership on performance and the overall Tstatistics value exceeds the T value of 1.96 except 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 hypothesis 1 test 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 in this study are not supported by previous studies conducted by Azizah 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), which found that leadership has a significant influence on employee performance. Unsupported findings occur because leaders before the 2023 work year have performance that is considered less than 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 in this study are supported by previous research conducted by Naile and Selesho (2014), which 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 respondent's assessment of the three indicators that make up the leadership variable are an average of 4 except for the passive indicators. The low rating on this passive indicator shows that leaders need to be more active in supervising employees so that their performance is better. Based on the results of the assessment of the questionnaire responses with the lowest rating of "passive leadership".

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 in this research 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 possessed by government employees greatly influences their performance. Devany and Arquisola (2020), found that during the pandemic, the motivation of employees 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. The results of the qualitative research show that the results of the respondent's assessment of the two indicators that make up the motivational variable are an average of 4. The meaning of this assessment is that in general, employees of the Metro Lampung City Trade Service have high enough motivation to work at the Metro Lampung City Trade Service. The lowest rating is on 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 still 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 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 in this research are supported by previous studies by Syafii et al (2015), Guteressa et al (2020), Susanto et al (2020) and Laksmana and Riana (2020). Research conducted by Syafii et al (2015), shows that company culture and employee motivation have a partially mediating role in the effect of leadership on employee performance. Guteressa et al (2020) 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 so that it can indirectly improve their performance. Research conducted by Susanto et al (2020) shows results where leadership significantly influences work motivation and employee performance and work motivation significantly has a mediating role in 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 results of the respondents' assessment of the three indicators that make up the performance variables are 2 to 4. The meaning of this assessment is that the performance of the employees of the Metro Lampung City Trade Service is still considered to fluctuate. The lowest score is found in 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 extra responsibility.

5. Conclusion and Suggestions

5.1 Conclusions

Analysis of research on Lampung City Trade Service with motivation as a mediating variable show the following conclusions:

- a. Hypothesis 1 is not supported, leadership has no positive and significant influence on performance. The better the application of leadership, the performance shown by employees of the Metro Lampung City Trade Office will not be affected.
- b. 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 employees of the Metro Lampung City Trade Office will increase.
- c. Hypothesis 3 is supported, motivation has a positive and significant influence on performance. The higher the motivation possessed by the employees, the performance shown by the employees of the Metro Lampung City Trade Service will increase.
- d. Hypothesis 4 is supported, namely, that leadership has a positive and significant influence on performance through motivational mediation. 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 assessing the questionnaire responses made the researchers 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 so that leaders and employees have the same understanding of what must be done in completing a work project.

- Providing space for team members to contribute, a good leader will use 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 career and development. Provide support for each individual to dig deeper into talent and maximize their potential, so that employees can 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 submitted:
- 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 for employees.
- c. To improve performance, the following suggestions can be proposed:
- 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.
 - Provide professional training at work, so employees can work professionally without involving problems outside of work.

5.3 Limitation and study forward

Due to the nature of the research question and limited use of partial least squares based SEM. Additionally, PLS-SEM does not test the significance of the model parameters using standard errors and confidence intervals or account for measurement errors. Furthermore, this research based largely on quantitative research method. The survey conducted in this research yield statistically one insignificant result. The research on leadership variable in this study is conducted during the transition of leader so the response of the sample may differ one form another, so it may cause the hypothesis on the subject become insignificant.

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

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