



 **universitas  
bandar lampung**  
SCHOOL OF POLITICAL AND SOCIAL SCIENCE  
Bandar Lampung University, Indonesia

# **Icon-LBG** 2016

## **The Third International Conference on Law, Business and Governance**

# **PROCEEDINGS**

Hosted by  
Faculty of Law, Faculty of Economics and Faculty of Social Science  
Bandar Lampung University (UBL)



# Icon-LBG 2016

THE THIRD INTERNATIONAL CONFERENCE  
ON LAW, BUSINESS AND GOVERNANCE 2016

20, 21 May 2016  
Bandar Lampung University (UBL)  
Lampung, Indonesia

## PROCEEDINGS

Organized by:



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## **PREFACE**

The Activities of the International Conference are in line and very appropriate with the vision and mission of Bandar Lampung University (UBL) to promote training and education as well as research in these areas.

On behalf of the Third International Conference on Law, Business and Governance (3<sup>th</sup> Icon-LBG 2016) organizing committee, we are very pleased with the very good response especially from the keynote speaker and from the participants. It is noteworthy to point out that about 46 technical papers were received for this conference.

The participants of the conference come from many well known universities, among others : International Islamic University Malaysia, Unika ATMA JAYA, Shinawatra University, Universitas Sebelas Maret, Universitas Timbul Nusantara, Universitas Pelita Harapan, Universitas Bandar Lampung, Universitas Lampung.

I would like to express my deepest gratitude to the International Advisory Board members, sponsor and also to all keynote speakers and all participants. I am also grateful to all organizing committee and all of the reviewers who contribute to the high standard of the conference. Also I would like to express my deepest gratitude to the Rector of Bandar Lampung University (UBL) who give us endless support to these activities, so that the conference can be administrated on time

Bandar Lampung, 21 May 2016

**Mustofa Usman, Ph.D**  
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# **THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION TOWARD EMPLOYEE PERFORMANCE AT DEPARTMENT OF COMMUNICATION AND INFORMATION IN BANDAR LAMPUNG CITY**

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## **Abstract**

Efforts to improve employee performance of Public Work Department of Lampung Province, implemented in the context of human resource management, in order to realize a good employee, as well as the quality and vibrant in the line of duty. Employee performance is influenced by various factors including leadership style and work motivation. This research is quantitative, descriptive method verification, with a sample of 76 employees at Communications and Information Agency of Bandar Lampung. Collecting data by questionnaires, analysis of data using multiple linear regression model. The results showed: (1) leadership style have a significant effect on employee performance, the coefficient value of 0.812 is if the leadership style enhanced the performance of employees will increase. (2) Motivation significant effect on employee performance, the coefficient value of 0.786 is if the job motivation improved the performance of employees has increased. (3) The style of leadership and motivation have a significant effect on employee performance with a value of 65.9% ie when the enhanced leadership style and work motivation improved the performance of employees increased better.

Keywords: Leadership Style, Work Motivation, Performance

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## **1. INTRODUCTION**

Optimizing employee performance for an organization of government is a very important aspect in the framework of the implementation of good governance and optimal performance of employees which becomes one of the demands of today's society. Community organizers hope that the state and the state apparatus are capable of launching the tasks and functions of earnest, responsible, effective, efficient, corruption-free, and always fulfill the norms of the legislation. This is in accordance with the nature of civil servants as one of the elements of the state apparatus who has the responsibility to carry out their duties and functions in accordance expenses for its work, and able to provide good service to the community. For that civil servants need to be given good coaching.

Coaching employees is an important effort in building the apparatus civilian professional state, free from political interference, free from corruption, collusion and nepotism, as well as capable in organizing public services for the community and able to perform the role as a component of adhesive of national unity based on Pancasila and Constitution of the Republic of Indonesia Year 1945.

Empowerment of civil servants also becomes important to improve the workability in achieving the institution where the employee works. In general, an employee works to fulfill specific wishes and needs. The fulfillment of these needs must be adjusted with vigor work related to the motivation to work.

According to Rivai (2004: 155), motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is an overall activity that encourages a person (employee) to work with full functionality for the results achieved in accordance with the objectives of the organization. Needs of employees who work in an organization formed by a variety of diverse backgrounds as well. It is important for organizations to make the needs of employees as one way to achieve optimum performance. This is done by setting policies and effective procedures as through in-depth observation and detail of the employee.

Work motivation can spur employees to work hard with passion and spirit in order to reach their goals. This will enhance employee performance and therefore contributes to the achievement of organizational goals. According to Rivai (2004: 156), a source of motivation consists of three factors: the possibility to develop, the type of work, and whether they can feel proud to be part of the organization they work for or not.

The explanation is consistent with the theory put forward by Robbins as cited in Rivai (2004: 157), that motivation is the desire to achieve a higher level of the goals of the organization formed by the seriousness to satisfy individual needs. Work motivation of employee of Communications and Information Agency in Bandar Lampung is still not in line with expectations. This is indicated by the employee attendance data during 2015 which only reached 77.25% of 100% percent attendance target. This data is based on evaluation of employee attendance during 2015 which showed that the absence of employees reached 22.75%.

On the issue of employee motivation, leaders of an organization take a variety of strategies to optimize the performance of the employees so that the organization will continue to operate in order to achieve organizational goals that have been set. In any organization, the leaders seek to gather and empower all the human resources that exist in the company by optimizing the performance include the potential, expertise, and professionalism possessed by human resources.

Performance is something that is done or products produced or provided by a person or group of people. In other words, the performance is the result of an employee work achieved in carrying out the responsibilities given pursuant core functions within an organization. Similarly, the Communications and Information Agency in Bandar Lampung is to improve the performance and to realize good employees, as well as the quality and enthusiastic in performing their duties, the employees who work in these organizations need to be fostered and developed at its best.

Performance of employees in this study refers to the opinion of Agus Dharma (2000: 23), which includes employee achievement-oriented, self-confidence, self-control and competence. Employee performance was implemented by employee to seek the better work when compared with past times, to strive to be better than with colleagues, to have orientation on success in carrying out the work, to carry out the duties and functions properly in accordance with the position and to pursue the work that can be proud of.

Organizations have employees as human resources potential and the motor or the spearhead for the implementation of the program or the operation of the organization concerned with the performance of good employees. Employee Performance at Communications and Information Agency in Bandar Lampung is still not in accordance with the target, this is indicated by the data of the completion of the program during 2015 which only reached 77.00% of 100% percent completion targeted by the Office program. This data is based on the evaluation of employee completion during 2015 which showed that the program that was not performing reached 30.00%, including the completion of the annual work program.

In connection with the problem, a leader in an organization should have a good leadership style in order to optimize the performance of their employees. Good leadership can improve the performance of members as expected both by members and organizations concerned. Leadership factor plays a very important role in the overall effort to improve performance both at group level and at the organizational level. It is because the performance is not only a highlight on the corner of executive power which is generally of a technical nature but also the working group and managerial. Leadership broadly covers the process of influencing and setting organizational goals, motivating the behavior of followers to achieve objectives, influencing to improve ethnic group, and it also affects the interpretation of the events of his followers, organizes of activities to achieve goals, maintains the relationship, supports and has cooperation from people outside the organization group (Tampubolon, 2008: 2).

In essence, the essence of leadership is the ability to influence the conduct of another person either as subordinates, peers or superiors. Their followers can be influenced either by invitation, suggestion, persuasion or suggestion or in any other forms and there are goals to be achieved. Style of leadership at the Department of Communication and Information in Bandar Lampung is still not in line with expectations, that the leaders have not used good leadership style, so that employees work under pressure and just as a routine task alone. Leaders do not give ample opportunity to the employees to submit feedback and suggestions for the betterment of the organization. Formulation of the problem in this research is: "How much influence do the leadership style and work motivation on employee performance Communications and Information Agency of Bandar Lampung?"

The purposes of this study are:

1. To analyze the effect of leadership style on the performance of employees at the Department of Communication and Information in Bandar Lampung.
2. To analyze the effect of work motivation on employee performance at the Communications and Information Agency in Bandar Lampung.
3. To analyze the effect of leadership style and motivation to work together on the performance of employees at Communications and Information Agency in Bandar Lampung.

## **2. LITERATURE REVIEW**

### **EMPLOYEE PERFORMANCE**

Performance is the success rate of a person or group of persons in carrying out their duties and responsibilities as well as the ability to achieve the goals and standards that have been set (Sulistiyorini, 2001).

Performance reflects the success of an organization. It is essential to measure the characteristics of its workforce. Teacher performance is the culmination of three interrelated elements those are skill, nature effort of the circumstances, and external conditions (Sulistiyorini, 2001). The skill level is the raw material that is brought by someone to place of work as the experience, ability, interpersonal skill, and know-how.

Theoretically Sedarmayanti (2004: 3) formulates a definitive performance as the result of work-related input and output jobs, such as employee discipline, ability and attitude of employees in conducting and completing the work, loyalty and responsibility (the attitude of employees in completing the work which has been granted) and the quality / performance (the value of the work that has been done). Performance also has an idea of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and organization (guidelines for reporting the accountability performance of government agencies).

According to Suyadi Prawirosentono (2004: 2), the performance is the result of work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibilities of each in an effort to achieve the goals of the organization concerned legally, and does not violate the law and in accordance with moral and ethical. Performance in this sense relates to how to do a job and enhance the work based on responsibility but still obeys all the rules, morals, and ethics. According to Agus Dharma (2000: 23), the characteristics of an employee who has a high performance are as follows:

- a. Oriented achievements: Employees with high performance have a strong desire to build a dream about what they want for themselves
- b. Confidence: High performance Employees have a positive mental attitude that leads them to act with a high degree of confidence
- c. Temperance: Employees who have the self-control of deep high performance
- d. Competence: Employees with high performance have developed specific skills or excel competencies in their work.

#### **Leadership style**

According to Abdurahman (in Handoko, 2003: 44), a leader is one who can mobilize others around him to follow the footsteps or the wishes of the leader. Meanwhile, according to Prawiroharjo (in Handoko, 2003: 45), a man can be said to be the leader when he managed to have an impact on subordinates. Based on some understanding of the above, it can be understood that the definition of a leader is a person who has the capacity and the ability to influence and mobilize others around him to implement something that pleases him. According to Anoraga (2001:58-59), leadership grouped into a democratic, authoritarian and free control. As the definition of a leader, many experts also provide a definition of leadership. According to Terry (in Handoko, 2003: 44), leadership is an activity or action in reaching and mobilizing people in a joint effort to achieve the goal.

According to Prawiroharjo (in Handoko, 2003: 45), leadership is a behavior to influence others so that they provide cooperation in achieving a goal that has been set. According to Admosudirjo (in Handoko, 2003: 46), leadership is the art to coordinate and shaking people each group in order to achieve the desired objectives. According to Sarros and Butchatsky as cited in Setiawan (2007: 42), leadership can be defined as a behavior with a specific purpose to influence the activities of the members of the group to achieve a common goal which is designed to provide individuals and organizations.

Good leadership can improve the performance of members as expected both by members and organizations concerned. Leadership factor plays a very important role in the overall effort to improve performance both at group level and at the organizational level. It is because the performance is not only a highlight on the corner of executive power which is generally of a technical nature but also the working group and managerial. The definition of leadership broadly covers the process of influencing and setting organizational goals, motivating the behavior of followers to achieve objectives, influencing to improve ethnic group, but it also affects the interpretation of the events of his followers, organizes activities to achieve goals, maintains relationship, supports and cooperates from people outside the organization group. (Tampubolon, 2008: 2).

### **Work Motivation**

According to Siswanto (2005: 243), motivation is defined as a state of the human psyche and the mental attitude that energizes, encourages or moves and leads or channels behavior toward achieving that satisfies the needs or reduces the imbalance. This definition shows that the motivation contains important things, namely:

- 1) Motivation giver is directly related to the achievement of business goals and organizational goals. If the subordinate themselves have confidence that with the achievement of goals and objectives of the organization then the personal goal will also be achieved and it means giving motivation can be said to be appropriate. This is related to a person's perceptions and expectations in entering international organizations with interests expected to be achieved and various needs will be met.
- 2) Motivation is a link between the business and certain satisfaction requirements. In other words motivation is the willingness to exert high levels of effort to achieve organizational goals. But this depends on one's ability to satisfy a wide range of needs so that someone will try hard to do something if the person concerned is motivated
- 3) What is seen from the above definition of motivation is the emerging needs of their various relationships. It can be either physical needs as well as social and economic, where the more important is the need of a psychic nature, for example, awards, recognition, peace, safety, protection, social security, and so on.

When viewed from the interests of the organization or from the active side, the motivation appears as a positive effort in moving the power and potential of the workforce to be able to work effectively, efficiently, and productively so as to achieve the goals set earlier. High or low motivation of one's work according to Siagian (2002: 140), is reflected in the behavior of individuals within the organization e.g. from employee absenteeism, employee turnover rate, and the level of labor productivity. Absenteeism, high employee turnover rate, and the low level of labor productivity showed a lack of employee motivation to excel.

According to Siswanto (2005: 247-248), motivation is grouped in four forms, which are as follows:

- 1) Compensation in the form of Money: One of the most frequent form of motivation to employees is a form of compensation. Compensation granted to employees is usually in the form of money. Giving money as a form of compensation for employees working motivation has two behavioral effects, namely:
  - a. The existence as an employee is a positive influence, in the sense that it benefits the organization, and the influence at the widest affects employees at all income levels.
  - b. Seen from the point of view of the organization, it tends to be limited only to employees whose income are not more than "adequate standard of living" and considers compensation cash balance.
- 2) Direction and Control: The briefing is intended to determine for employees about what they should do and what they should not do. While controlling is referred to determine that labor should do things that have been instructed. Actually, both of these as a motivator has been developed and adopted by various organizations since centuries. Until now it is still used by managers to motivate employees. Direction and control in a form are clearly needed to get reliable and coordinated performance. However, it has been a source of debate, which in the end the best path to be followed is to improve the quality and selection and better training, and planning a return process of directing and controlling to be used sparingly and selectively, particularly in a fun way so that the purpose of work motivation of employees can be realized.
- 3) Determination of the Effective Work Pattern: In general, the reaction to the boredom of work pose significant obstacle to labor productivity output because the management is aware that the problem is rooted in the way of the work setting, then they respond with a variety of techniques, some of which are effective and others less effective. These techniques include enrichment work, a general term for several techniques that are intended to better align the demands of work with the ability of an employee. Participatory management, which uses a variety of ways to involve workers in decision-making that affects their work, and in some ways, attempts to divert attention to the employees fixed at a boring job, in the spare time to rest, or at work means that never change.
- 4) Policies: Policies can be defined as an action taken deliberately by the management to influence the attitudes or feelings of the workforce (employees). In other words, virtue is an attempt to make employees happy. The results of various efforts to analyze attention, entertain, delight the hearts of the employees are better integrated, often the business is developed during the depression, in which every gesture virtue is greatly appreciated. Today the same attitude can be interpreted as an attempt of "paternalism" and sometimes employees feel offended.

According to Hasibuan (2000:101-106), Work motivation grouped into a work performance, appreciation, challenge, responsibility, self development, involvement and work increase.

## FRAMEWORK

Framework in this study is as follows:

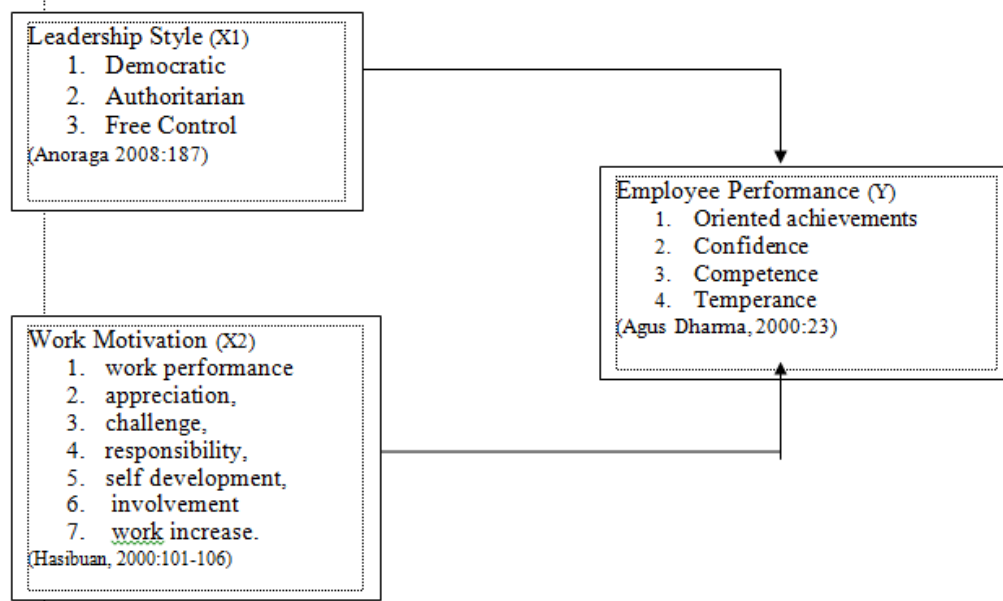


Figure 1. Research Framework

Hypotheses:

1. Leadership style has significant effect on the performance of employees at the Department of Communication and Information in Bandar Lampung.
2. Work Motivation has significant effect on the performance of employees at the Department of Communication and Information in Bandar Lampung.
3. The style of leadership and motivation has significant effect on the performance of employees at the Department of Communication and Information in Bandar Lampung.

## 3. RESEARCH METHODOLOGY

The method used in this study is a survey method, a case study at the Department of Communication and Information in Bandar Lampung done by distributing questionnaires on the subject of research. The data used is primary and secondary data. Primary data is data obtained directly from the source of research or research locations namely Communications and Information Agency in Bandar Lampung. Secondary data is additional data obtained from various sources or references related to the research, such as books, magazines, or other literatures.

Data was collected by questionnaire, by giving a list of questions or a written questionnaire with alternatives include multiple choice answers. A questionnaire was used to collect data variables of leadership style, employee motivation, and performance. Documentation, collecting secondary data regarding the research object general description, duties and functions, vision and mission, organizational structure and job descriptions in the Communications and Information Agency in Bandar Lampung. The population of this research is became analysis instrument which is 31 people at the employee of Departemen Communication and Information in Bandar Lampung City.

Data Analysis

Multiple linear regression analysis is used to know the influent direction of independent variables (leadership style and motivation) to the dependent variable (employee performance), whether each independent variable is associated positively or negatively to predict the value of the dependent variable if the value of the dependent variable increases or decreases. Multiple Linear Regression equations are as follows::

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Furthermore, the correlation test, determination, and hypothesis testing are done.



Simultaneous test (F test) is done by comparing the value of  $F_{\text{count}}$  with  $F_{\text{table}}$ . The criteria are:

If  $F_{\text{count}} < F_{\text{table}}$  then there is no significant effect

If  $F_{\text{count}} > F_{\text{table}}$  then there is a significant effect

The t-test is performed by comparing the value of  $T_{\text{count}}$  with  $T_{\text{table}}$ . The criteria are:

a. If  $T_{\text{count}} < T_{\text{table}}$  then there is no significant effect

b. If  $T_{\text{count}} > T_{\text{table}}$  then there is a significant effect

#### **4. RESULTS AND DISCUSSION**

Multiple linear regression calculation results showed that the test Regression equations obtained are:

$$Y = 6.241 + 0.812X_1 + 0.786X_2 + \epsilon$$

The coefficients of the regression equation are all positive. This means that if the leadership style ( $X_1$ ) and motivation ( $X_2$ ) are jointly enhanced then the performance of staff at the Department of Communications and Information in Bandar Lampung (Y) will also increase. The value of  $a = 6,241$  is a value that is constant in the regression equation. The Coefficient value of variable  $X_1$  for 0.812 shows that if there is an increase in the variable of leadership style at one time, it will affect the increase in variable performance of staffs at the Department of Communication and Information in Bandar Lampung at 0812 times, assuming other variables entered into the model are considered fixed / unchanged.

The Coefficient value of variable  $X_2$  for 0.786 shows that if there is an increase in work motivation variable equal to 1 times, it will affect the increase in variable performance of staffs at the Department of Communication and Information in Bandar Lampung at 0786 times, assuming other variables entered into the model are considered fixed / unchanged. The coefficient  $b_1 > b_2$  means relatively leadership style variable ( $X_1$ ) has a greater influence than the variable of work motivation ( $X_2$ ) in determining the performance of staffs at the Department of Communications and Information in Bandar Lampung (Y).

The correlation result obtained the value of the relationship of leadership style variable and work motivation with performance of employees represented by the value of  $r$  (Correlation) that is 0812. Leadership style relationships and work motivation with performance of employees at the Department of Communication and Information in Bandar Lampung is included in the category very closely because it is on the correlation values 0801-1000. The value of determination (effect) variable of leadership style and work motivation with performance of employees is represented by the value of  $R^2$  (R Square) that is 0.659 or 65.9%. This means that the ability of free variables i.e leadership style ( $X_1$ ) and motivation ( $X_2$ ) was able to explain the variation of the employee's performance of 65.9%. Meanwhile the remaining 34.1% is not influenced by the leadership style and motivation to work, but can be influenced by a variety of other variables that are not addressed in this study. The results obtained that  $F_{\text{count}}$  was 29 217 and  $F_{\text{table}}$  at  $DF_1 = 2$ ,  $DF_2 = 73$  and a significance level of 5% is 3:15 (see Appendix 6). Thus, the comparison of  $F_{\text{count}}$  with  $F_{\text{table}}$  at significant level of 95%, is **29 217 > 3.15**. Statistically  $F_{\text{count}}$  is greater than  $F_{\text{table}}$ , at the significant level of 95%. Thus,  $H_a$  is accepted and  $H_o$  is rejected. It means that the style of leadership and motivation work together on the performance of employees. Statistically  $T_{\text{count}}$  is greater than  $t_{\text{table}}$ , at significant level of 95%. Thus,  $H_a$  is accepted and  $H_o$  is rejected. It means that the style of leadership and work motivation on an individual basis affect on the performance of employees at Communications and Information Agency in Bandar Lampung

#### **5. CONCLUSION**

1. The leadership style has a significant effect on employee performance of Department Communication and Information. This means that if the leaders implement democratic style of leadership within the organization, then the performance of employees will also increase which is increasingly oriented toward achievement, confidence with the ability to work, self-control improvement in the work and optimization of a good competence in the work
2. Work motivation has significant effect on employee performance of Department Communication and Information. This means that if the employee motivation is enhanced through increased work performance, a fitting tribute, the challenges of work, responsibility in work, self-development for the better, involvement in a more active and increased work and career, the performance of employees will also increase
3. The style of leadership and motivation has a significant effect on employee performance of Department Communication and Information. This means that if the leadership style is enhanced to be more democratic and effective and employee motivation is improved then the performance of employees will also increase for the better, which is increasingly oriented toward achievement, confidence with the ability to work, self-control improvement in the work and optimization of a good competence in work.

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