



# The influence of leadership and work motivation on employee performance of Perumda Tirta Benteng Tangerang City

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## ABSTRAK

Based on the results of the author's temporary observations, there are problems in terms of leadership and motivation. In terms of leadership, for example, leaders are often indecisive and do not exercise adequate oversight. This is very important to note because it can affect the performance of PERUMDA Tirta Benteng Tangerang City employees. The purpose of the authors to conduct this research is to find out and analyze the influence of leadership and work motivation both partially and simultaneously on the performance of PERUMDA Tirta Benteng Tangerang City employees. Data collection techniques using observation, interviews and distributing questionnaires to 39 respondents. The data analysis used was multiple linear regression test, F test and T test. The results obtained found that there was a positive influence on the leadership variable on employee performance based on T count greater than T table ( $2.486 > 2.02809$ ). The same results indicated a positive and significant influence of work motivation variables on employee performance. Based on the results, T count is greater than T table ( $6,520 > 2.02809$ ). As well as the simultaneous test results show that the variables of leadership and work motivation together have a positive and significant effect on employee performance variables at PERUMDA Tirta Benteng Tangerang City. With a calculated F value of  $25.210 > F$  table of  $3.25945$ .

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## 1. INTRODUCTION

One of the company's ability to develop is highly dependent on human resources. Human resource management is one of the important elements of a company because it acts as a driving force for the running of a company, as a means to improve human quality, related to company activities. Paying attention to human resources can influence employee performance so as to create disciplined and responsible employees.

In government regulation (PP) number 30 of 2019 concerning the performance appraisal of civil servants (PNS) it is carried out in a PNS performance management system consisting of performance planning, performance monitoring and performance coaching, performance appraisal, follow-up and employee performance information systems.

Employee performance is the achievement of a person's performance in carrying out their duties in a company. In a company employee performance is a very important factor in efforts to achieve

the success of company goals. Good employee performance can be seen from how capable they are in completing work in accordance with company targets (Haya & Tambunan, 2022).

Leadership and work motivation are two components that can affect employee performance. In modern organizations, leadership and work motivation are very important, because all employees have the same rights and obligations regarding fulfilling tasks and providing sufficient work encouragement.

Poor leadership and work motivation can lead to decreased company productivity. Both organizations and groups depend on leadership. All members of the organization must follow the direction of their leader to achieve common goals. With this direction, different wants, feelings, needs, and more come together to move in the same direction. In other words, in any organization, when there are individual differences the leader directs employees to achieve goals in the same direction (Yulianti, 2019).

Work motivation for employees also has an important role for the company, because motivation can direct and encourage employees to complete tasks with the best quality expected by the company. Motivation is a behavioral activity aimed at satisfying the desired needs. One of the ways companies can improve their work results is self-realization of employees making motivation to improve performance, in companies and organizations where there is communication between different people, so that motivation becomes a very important topic.

PERUMDA Tirta Benteng Kota Tangerang is a regionally owned enterprise (BUMD) located on Jl. Pasar Baru Dam Prosida P.U Complex, Mekarsari Village, Neglasari District, Tangerang City. Initially, its establishment was based on Municipal Regulation of the Level II Region Number 33 of 1995 concerning the formation of a Regional Drinking Water Company (PDAM) which was later established by Decree of the Mayor of the Level II Region Number 30 of 1995 concerning the organization and work procedures of regional drinking water companies in the Municipality of Level II Regions. Tangerang.

In 1996, Mr. IR.H. Rochyat Dunia Sujatma was appointed as the Main Director of PDAM Kotamadya Tangerang Level II Region. PDAM Municipality of Level II Region of Tangerang began operating in June 1997 then PDAM Municipality of Level II Region of Tangerang changed its name to PERUMDA Tirta Benteng Kota Tangerang. PERUMDA's own task is to assist the Tangerang city government in handling drinking water facilities, has the duty and responsibility to follow up on requests for community drinking water services. The management is carried out which was formed based on the Regional Regulation of the City of Tangerang Number 2 of 2021 concerning public companies in the Tirta Benteng area. The water quality of Perumda Tirta Benteng in several places can be directly drunk in accordance with KEPMENKES No. 907/MENKES/SK/VII/2002 and KEPMENKES No. 492/MENKES/SK/VII/2010. While the tariff is in accordance with the decision of the Mayor of Tangerang No. 690/Kep.238-PDAM/2011 regarding the determination of water tariffs for Perumda Tirta Benteng Tangerang City.

PERUMDA Tirta Benteng City of Tangerang is growing and increasingly attracting people to use their services. Because the need for drinking water is very high in the city of Tangerang. This is reflected in the increasing population of the city of Tangerang which has led to the establishment of more businesses and residential houses.

Based on the results of the author's temporary observations, there are problems in terms of leadership and motivation. In terms of leadership, for example, leaders are often indecisive and do not exercise adequate oversight. In terms of motivation, for example, many employees are not confident and do not have responsibility for their work. This is an example of the lack of motivation that superiors give employees every day.

This is very important to note because it can affect employee performance. In situations like this, a leader must apply leadership in leading his subordinates and provide strong motivation to all of his employees. People who have good leaders and motivation will try to improve their performance to achieve their best goals in their work.

Within an institution, performance is a level of achievement that is proportional to the specified work requirements. Covers the results obtained from an activity or work within a certain period of time. Performance can also be interpreted as work benefits. Performance is the result of work carried out by individuals in accordance with their responsibilities during a certain period. Therefore, if the

employee's performance is high, the activities carried out can be completed properly so that the company's goals can be achieved and provide benefits (Rau et al., 2023).

High performance is something that is expected by the company. The more employees who have superior performance, the greater the company's productivity. This is important to maintain business continuity and compete in the global arena. In addition, good performance is also influenced by the style of leadership in a company. With an effective leader, employees will be motivated to improve their performance so as to achieve company goals (Gemini, 2021).

Based on this research adopted several factors that affect performance. According to Hasibuan, there are several factors that affect performance (Marjaya & Pasaribu, 2019) that is Ability and desire of employees, Skills in explaining and accepting the delegation of tasks, The role and level of employee motivation, if the performance of each individual or employee is good, it is assumed that the company's performance is also good.

Wibisono states that there are three performance indicators (Susanto & Veronica, 2019) are as follows: Quantity, Quality of work, punctuality.

Meanwhile, according to Sudarmanto there are 13 indicators of employee performance (Muna & Isnowati, 2022) includes: Conformity of work products with established standards, Accuracy in work, Neatness at work, Adequate number of goals in work, Be on time, Complete tasks on time, Free time use, Effective use of resources, Willingness to work without guidance, Initiative at work, Cooperative relationship, Mutual respect.

Besides that, leadership is also very important for companies. "Leadership is a group phenomenon that is important for all organizations. Social concern is always related to leadership, meaning that leaders interact with their subordinates and or vice versa to achieve the same goal.(Jumady et al., 2022).

Leadership in all organizational situations is a very important and strategic factor to date, many studies are considered flawed by researchers in efforts to increase the effectiveness and efficiency of organizational work. leaders must be able to control the mindset of employees so that they obey and do every job properly according to applicable standards. Leaders must be able to communicate the vision and mission in a convincing manner in simple and easy-to-understand language so that performance increases (Syaleh, 2019).

"Leadership in a company is most important in evaluating the success of achieving the goals that have been set. This is the background to the need for effective and efficient management of the organization he leads."(Suryanto, 2022). In addition, Handoko stated that there are six indicators of leadership (Ritonga & Bahri, 2022) consist of: Ability, Need, Intelligence, Firmness, self-confidence, Creative.

Gibson suggests that there are three characteristics related to leadership effectiveness (Astuti & Iverizkinawati, 2018) is: Individual, energy, stress tolerance, self-confidence, emotional maturity and integrity, Motivation, socialized power orientation, strong need to achieve, to initiate, to convince, Ability, communication skills, cognitive abilities, and technical skills.

Hadari Nawawi argues that there are types of leadership that have their own characteristics (Yeete et al., 2023) are as follows: (1) Authoritative Leadership: In this form of leadership, power is vested in a person or a small group of people who are known as the overlords. According to the leadership philosophy, subordinates submit to the leader (superior) and feel the most effective, smart, and capable. (2) Laissez Faire Leadership: This form of leadership makes the leader confidently exercise leadership which creates harmonious cooperation. The leader is only a symbol because in reality his leadership is realized by giving complete freedom to those who are responsible, the leader only acts as an adviser in carrying out his leadership to his subordinates to ask questions when they feel necessary. (3) Democratic leadership: In this form of leadership, personal placement is of the utmost importance. The relationship between the leader and his subordinates is built on the principle of mutual respect and admiration, and this democratic leadership is active, dynamic, and oriented towards mutual progress.

Work motivation is no less important for employee performance to achieve company goals, "Motivation is an important part of an employee's performance in the company, because motivation must be able to promote every employee to work enthusiastically to achieve long-term productivity"(Putra & Satrya, 2019).

Work motivation is driving capital and directing employees to achieve, their respective professional duties achieve goals with safety equipment at work, some of which include social security for workers, health care benefits, pension funds, work safety consumables and accident insurance (Wahid et al., 2019).

“Work motivation is a set of energetic forces that arise from within and external collaborators, starting with the company regarding the workforce, and considering its direction, intensity, and persistence”(Ardhani & Ratnasari, 2019).

According to Notoatmodjo there are several indicators of work motivation (Aprilia et al., 2020) includes: (1) Physical needs. Shown with salary, bonus, transport money, place and so on. (2) The need for security. Demonstrated with occupational safety and health facilities including social security for employees, funds for pensions, sickness insurance, accident insurance and equipment insurance needed for work safety. (3) Social needs, which are demonstrated by interacting with others, including the need to be loved and accepted as a member of a group. (4) Esteem needs: Everyone has two types of esteem needs: lower is the need to respect others, status, fame, honor, recognition, consideration, reputation, esteem, and even dominance. Higher needs include feelings, beliefs, qualifications, efficiency, power, independence, and freedom. (5) The need for self-actualization: the need for balance and the constant desire to fulfill one's potential.

Meanwhile, according to Sutrisno there are several indicators used in measuring work motivation (Alan Pranata et al., 2022) includes: Happy at work, Feel valuable, Work hard, Spirit at work.

Work motivation also takes the factors that influence work motivation. According to (Dhewy, 2022) There are several internal and external factors that affect motivation including: (1) Internal factors are perception, self-esteem, personal expectations, job satisfaction, and productivity at work. (2) External factors include the type and nature of work, work groups, workplace organizations, environmental situations, reward systems and their implementation. These two factors interact to produce a high level of motivation.

## 2. RESEARCH METHOD

In this study the authors used a quantitative approach based on statistical descriptive analysis. Quantitative research stems from a positivistic philosophy used for large or small populations, but only uses sample population data to identify relative occurrence, distribution, and relationships among variables (Sugiyono, 2019).

Table 1. Part of the employee work division of Perumda Tirta Benteng Tangerang City

No	Part/Division	Total
1	UHP SDM (General Law Employee Human Resources)	25
2	HUBLANG (subscription relationship)	13
3	Finance and Assets	15
4	Perwas R&D (Research Development Planning and Supervision)	12
	Total	65

The population consists of 65 employees of PERUMDA Tirta Benteng Kota Tangerang, “The sample is part of the population (partial or representative). The research sample is part of the population as a source of information or representative of the entire population (Sugiyono, 2019).

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## 3. RESULTS AND DISCUSSION

Data description is an attempt to display data in a way that can be described accurately and easily interpreted. The description of the data includes the arrangement of the data in the form of a view that is easy to read as a whole. This research was conducted with 39 respondents with 35 questionnaire statements which were distributed to employees of PERUMDA Tirta Benteng Tangerang City. After distributing the questionnaires related to the influence of leadership and work motivation on employee performance.

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	11.310	6.038			1.873	.069
Leadership	.235	.094	.268		2.486	.018
Work motivation	.536	.082	.702		6.520	.000

Source: Primary data processed by SPSS 2023

From the table above it can be formulated a regression equation to determine the effect of leadership, work motivation on performance as follows:

$$Y = a + b_1X_1 + b_2 X_2 + e \quad (1)$$

$$Y = 11.310 + 0,235 (X1) + 0,536 (X2) + e \quad (2)$$

The above equation can be concluded as follows: (a) The constant value ( $\alpha$ ) is positive, which is equal to 11.310. That is, if the number of the independent variables namely leadership ( $X_1$ ) and work motivation ( $X_2$ ) detect a mistake that is considered constant at number 0 (zero). Then the employee performance variable ( $Y$ ) is 11, 310 and the Employee Performance variable will still run well. (b) The value of the regression coefficient of the leadership variable ( $X_1$ ) is positive, namely 0.235, meaning that employees have a positive influence on employee performance ( $Y$ ) because the value the coefficient is positive. If Leadership experiences an increase, then the Employee Performance value will also experience an increase of 0.235. The higher the leadership possessed by employees. The better employee performance will be made. (c) Work Motivation ( $X_2$ ) is 0.536, meaning that employees have a positive influence on Employee Performance ( $Y$ ) because the coefficient value is positive. If Work Motivation experiences an increase, then the Employee Performance value will also experience an increase of 0.536. The higher the Work Motivation possessed by the Employee, the better the Employee Performance will be made.

Coefficient of Determination ( $R^2$ )

The coefficient of determination test aims to measure how far the model can explain the variation of the independent (Ghozali, 2018) The variable value used in a coefficient of determination is how big it is from zero to one. The results of the test for the coefficient of determination ( $R^2$ ) can be seen as follows:

Table 3. Test Results for the Coefficient of Determination ( $R^2$ )

Model	R		Adjusted R	Std. Error of the Estimate
	R	Square	Square	
1	.764 <sup>a</sup>	.583	.560	2.41090

Source: Primary data processed by SPSS 2023

Based on the table above the results of the test for the coefficient of determination ( $R^2$ ) above the coefficient of determination (R Square) is 0.583 or 5.83%, which means that the variable leadership and work motivation is 5.83% while the rest are other factors not discussed in this section. in this study, such as incentives, training, work discipline, competence and others.

Uji F (Simultan)

To find out the significant relationship between the independent variable and the dependent variable. Do the variables  $X_1$  and  $X_2$  influence together (simultaneously) on variable  $Y$  (Sugiyono, 2019). If the calculated  $F$  value is  $>$  from the  $F$  table value, then  $H_0$  is rejected and  $H_a$  is accepted, conversely, if the calculated  $F$  value is  $<$  from the  $F$  table value, then  $H_0$  is accepted and  $H_a$  rejected. For this reason, it is necessary to find the degrees of freedom for the  $F$  table first by using the formula  $Df = n - k - 1 = 39 - 2 - 1 = 36$ . So that the  $F$  table is 3.25945. With a significance level of  $<0.05$ , the results of the  $F$  (Simultaneous) test can be seen in the following table:

Table 4. Simultaneous Test Results (Test F)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1					
Regression	293.060	2	146.530	25.210	.000 <sup>b</sup>
Residual	209.247	36	5.812		
Total	502.308	38			

Source: Primary data processed by SPSS 2023

Based on the table above, the simultaneous test results show that the calculated F value is 25.210 > the F table is 3.25945 with a significance value of 0.000 < 0.05, meaning that together the variables of leadership and work motivation have a positive and significant effect on employee performance. PERUMDA Tirta Benteng City of Tangerang. So the first hypothesis is accepted. Uji T (Parsial)

The t test aims to test each independent variable individually whether or not it has a significant influence on the dependent variable (Tauhid, 2022). The formula explained is  $H_0$  if the probability value < significant level is 0.05 (sig <  $\alpha$  0.05) meaning that there is a significant relationship between the independent variable (X1) and the dependent variable (Y). The basis for making the decision is that if the significant value is > 0.05 or the T count < T table then  $H_a$  is rejected and  $H_0$  is accepted. Conversely, if the significance value is < 0.05 or the T count > T table then  $H_a$  is accepted and  $H_0$  is rejected. It is necessary to find the T table for the degrees of freedom first by using the formula  $t = (\alpha/2; n-k-1) = (0.05/2; 39-2-1) = 0.025; 36$  so that the T table is 2.02809 with level of significance value < 0.05. The results of the t test (Partial Test) can be seen in the following table:

Table 5. Partial Test Results (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1						
(Constant)	11.310	6.038			1.873	.069
Leadership X1	.235	.094	.268		2.486	.018
Work Motivation X2	.536	.082	.702		6.520	.000

Source: Primary data processed by SPSS 2023

Based on the table above, the leadership variable obtained a T count value of 2.486 > from T Table 2.02809. And the significance value of the variable X1 is 0.018. The significance value is < 0.05. So it can be concluded that leadership (X1) has a significant effect on employee performance.

Based on the table above, the work motivation variable obtained a T count value of 6.520 > T table 2.02809. And the significance value of variable X2 is 0.000. The significant value is < 0.05, so it can be concluded that work motivation has a significant effect on employee performance.

#### 4. CONCLUSION

Based on the results of research and discussion regarding the Influence of Leadership and Work Motivation on Employee Performance at PERUMDA Tirta Benteng Tangerang City. The main findings of this study include increased work motivation. Work motivation has a significant influence on employee performance. Efforts to increase work motivation through training developing skills, and increasing discipline will increase employee competence so that overall performance is good and optimizes Work Motivation. Leadership is always closely related to work motivation, leadership in an agency is very important, for this reason leadership here is also very influential on employee performance, efforts to increase leadership through skills, abilities, confidence, and responsibility. these two variables, namely leadership and work motivation, both have an effect and it can be concluded as follows: (a) The results of the study partially prove that leadership (X1) has an influence on employee performance. has a positive effect on the performance of PERUMDA Tirta Benteng Tangerang City employees. This states that the rise and fall of the level of leadership has an impact on employee performance. (b) The results of the study partially prove that work motivation (X2) has a positive effect on the performance of PERUMDA Tirta Benteng Tangerang City employees. The higher the level of work motivation will have an impact on employee performance. (c) The results of

the study simultaneously prove that leadership (X1) and work motivation (X2) have a positive effect on the performance of PERUMDA Tirta Benteng Tangerang City employees. Based on the results of the study it was found that leadership and performance motivation jointly have an influence on employee performance. This research is expected to be used as a research reference source in the development of further research by adding other variables that can influence and using a longer research period. For companies, this research can be used as material for consideration by paying attention to leadership and further increasing work motivation so as to improve employee performance.

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