

# **The Influence of Leadership Style, Teamwork, Work Climate and Workload on Employee Performance Through Work Motivation as an Intervening Variable in The Office of The Regional Revenue Management Agency of Tegal Regency**

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**Abstract.** The purpose of this research is to 1) determine the effect of leadership style on employee performance 2) determine the effect of teamwork on employee performance, 3) determine the effect of work climate on employee performance, 4) determine the effect of workload on employee performance 5) determine the effect of leadership style on work motivation. 6) determine the effect of team work on work motivation. 7) determine the effect of work climate on work motivation. 8) knowing the effect of workload on work motivation, 9) knowing the effect of work motivation on employee performance 10) knowing the effect of leadership style on employee performance through work motivation 11) knowing the effect of team work on employee performance through work motivation. 12) knowing the effect of work climate on employee performance through work motivation 13) knowing the effect of workload on employee performance through work motivation. The population and sample of this research are employees of the Regional Revenue Management Agency (Bappenda) Tegal Regency, totaling 45 employees with a sampling technique that is saturated sampling technique. The technique used to collect data in this study is a questionnaire. The data analysis method of this research is the validity and reliability test of the instrument, descriptive statistics, and quantitative analysis using PLS analysis.

**Keywords:** Leadership Style, Teamwork, Work Climate, Workload, Employee Performance and Work Motivation

## **1. Introduction**

The Regional Revenue Management Agency (BAPPENDA) of Tegal Regency as the coordinator in regional revenue management has the authority as well as the responsibility to make efforts in the context of securing and achieving regional revenue targets. Employees at BAPPENDA Tegal Regency as one of the State Civil Apparatus (ASN) have a very strategic role in carrying out general tasks of government and regional autonomy development. Employees are required to have high performance that is responsive, reliable, potential in their fields, behaves and behaves full of loyalty and obedience to the agency[1].

Performance appraisal is a process of controlling employee performance that is evaluated based on certain standards. Performance appraisal is carried out effectively to direct employees in order to produce services of high quality. In addition, performance appraisal is also carried

out to motivate employees to perform their duties and realize company goals (Rahayuningsih, 2018: 39).

Table 1.1  
Performance Assessment of BAPPENDA Tegal Regency Employees in 2021

No.	Information	Weighting %	Performance Value
Work Behavior			
1.	Discipline	15	75
2	Responsibility	15	80
3	Collaborate	10	75
Results of Work			
4	Working Quality	20	80
5	Working Quantity	20	82
6	Employability Skills	20	75

The data above shows employee performance appraisal which is the process of evaluating how well employees are doing their jobs when compared to a set of standards and then communicating information to employees. The data above shows that none of the performance of BAPPENDA Tegal Regency employees has reached the criteria very well, this happens because employees cannot complete work according to the specified time, for example if the employee is given 5 days, but the employee completes the work beyond the specified time. The decrease in work responsibility is caused by an increase in workload so that there is an imbalance between workload and human resources. The quality of work and the quantity of work of employees have also decreased, this is seen from the decrease in speed in completing work due to the high workload and the work produced is not satisfactory.

The phenomenon related to the performance of BAPPENDA employees in Tegal Regency based on the results of observations is that there are several employees who have low performance. Based on the results of observations, it is known that so far the employee performance appraisal system using Employee Work Targets (SKP) has not been optimal because performance appraisal using SKP is only carried out if the employee concerned will take care of promotion. In addition to the SKP problem, there are other problems related to employee performance, including some employees not following the morning apple but, some employees are not in the work room during working hours, employees leave during working hours for unclear reasons outside of office duties without asking permission from their superiors, there are also some employees who do not enter without information.

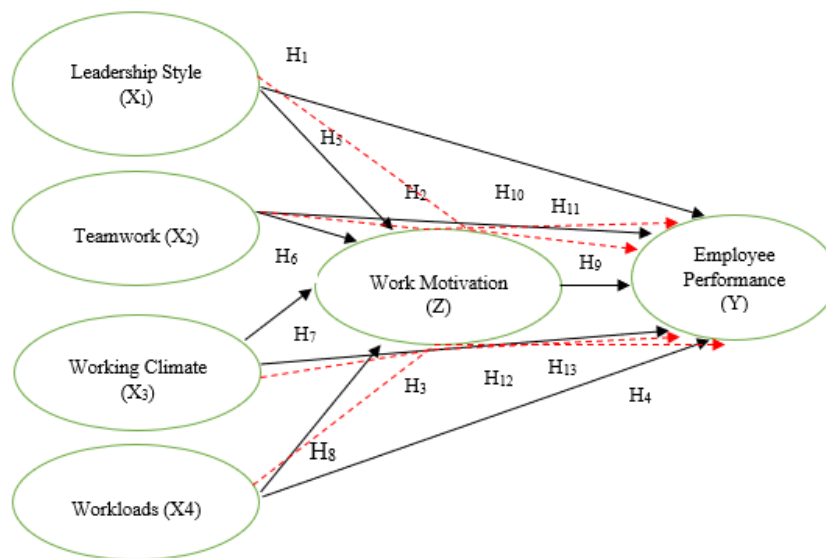
Several studies on leadership style, teamwork, work climate, workload and performance have been conducted with still inconsistent results[2], [3] in their research proved that leadership has an effect on performance while [4] proves that leadership has no effect on performance.

The results [5] show that teamwork has a positive effect on performance. Research by [5] proves that teamwork has a significant effect on individual performance. The difference in research results related to the influence of teamwork on performance, [6] stated that there was no influence of teamwork on employee performance.

The effect of work climate on employee performance researched by [7] shows that work climate has a positive effect on employee performance, contrary to the results of research conducted by[8] which shows that work climate does not affect employee performance.

Research conducted by [9,10]proved that workload affects performance while the results of [1] prove that workload does not affect performance.

The effect of work motivation on employee performance researched by [11] shows that there is a positive influence of work motivation on employee performance. This is contrary to the results studied by [11] which showed that there was no influence between work motivation and employee performance. Based on the problems and differences in the results of previous research, it is interesting to conduct research "The Influence of Leadership Style, Teamwork, Work Climate, and Workload on Employee Performance through Work Motivation as an Intervening Variable at the Office of the Regional Revenue Management Agency (BAPPENDA) of Tegal Regency"



## 2. Method

This research belongs to the type of survey research. The subjects of this study were employees of the Dae rah Revenue Management Agency(Bappenda) Office of Tegal Regency, totaling 45 employees. The sampling technique in this study used saturated sampling, namely employees of the Regional Revenue Management Agency (Bappenda) Office of Tegal Regency, totaling 45 employees

Research activities have the aim of obtaining the truth. In this case, the issue of validity is a very important aspect considering that the truth is only obtained by valid instruments. This validity test is carried out using the Pearson product moment correlation test technique. For the interplay of coefficients, if obtained  $r_{calculate} > r_{table}$ , it can be concluded that the questionnaire item is included in the valid category.

Reliability shows in a sense that an instrument is trustworthy enough to be used as a data collection tool because the instrument is good. A good instrument will not be inclined to direct respondents to choose certain answers. Reliability testing with internal consistency was carried out by trying the instrument once, then the data obtained were analyzed by question items in this study used cronbach's alpha technique (alpha coefficient). A measurement item can be said to be reliable if it has an alpha coefficient greater than 0.7.

This analysis was carried out to obtain a descriptive picture of the respondents of this study, especially regarding the research variables used. This analysis was carried out using the technique of statistical analysis of the index, to describe the respondent's perception of the questions asked.

This study used Partial Least Square (PLS) data analysis. PLS is a structural equation model modeling (SEM) based on components or variants [12]. The outer model test aims to specify the relationship between latent variables with their indicators consisting of convergent validity, discriminant validity and composite reliability

Inner model is a structural model used to predict causality relationships (cause-and-effect relationships) between latent variables. There are several stages in evaluating the relationship between constructs. (1) The goodness of fit of the model was measured using the R-square dependent latent variable with the same interpretation as the regression. Changes in the value of R<sup>2</sup> can be used to assess the influence of exogenous latent variables on endogenous variables whether they have a substantive influence [12]. (2) Uji Stone-Geisser (Q<sup>2</sup>) Q-Square predictive relevance for structural models, measuring how well the observation values are generated by the model and also the estimation of its parameters. A Q-square value of > 0 indicates the model has predictive relevance; conversely if the value of Q-Square ≤ 0 indicates the model lacks predictive relevance

### **3. Result & Discussion**

#### **The influence of leadership style on employee performance.**

Research ini proves that leadership style affects employee performance, which means that the better the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of employees, the better the employee's performance will increase.

#### **The effect of teamwork on employee performance.**

Research ini proves that teamwork has no effect on employee performance, which means that teamwork is not one of the factors that affect employee performance. This shows that the good or bad teamwork in the agency does not affect employee performance.

#### **The effect of the work climate on employee performance.**

Research ini proves that the work climate does not affect employee performance, which means that the work climate is not one of the factors that affect employee performance. This shows that the good or bad work climate in the agency does not affect employee performance.

#### **The effect of workload on employee performance.**

Research ini proves that workload has no effect on employee performance, which means that workload is not one of the factors that affect employee performance. This shows that the high and low workload owned by employees does not affect employee performance.

#### **The influence of leadership style on work motivation.**

Research ini proves that leadership style affects work motivation, which means that as good as a leader in an agency is in choosing and implementing a leadership style, employee work motivation will increase.

**The effect of teamwork on work motivation.**

Research ini proves that leadership style affects work motivation, which means that as good as a leader in an agency is in choosing and implementing a leadership style, employee performance will increase.

**The influence of the work climate on work motivation.**

Research ini proves that the work climate does not affect the work motivation of employees, which means that the work climate is not one of the factors that affect employee work motivation. This shows that the good or bad work climate in the agency does not affect the work motivation of employees in working and completing tasks.

**The effect of workload on work motivation.**

Research ini proves that workload affects work motivation, which means that the better the employee's perception of the workload that must be completed, the more employee work motivation will increase.

**The effect of work motivation on employee performance.**

Research ini proves that work motivation affects employee performance, which means that as high as work motivation is, employee performance will increase.

**The influence of leadership style on employee performance through work motivation.**

Research ini proves that work motivation has not been able to mediate the influence of employee performance leadership style, which means that the high low motivation possessed by an employee has not been able to strengthen leadership style on performance.

**The effect of teamwork on employee performance through work motivation.**

Research ini proves that work motivation has not been able to mediate the influence of employee performance leadership style, which means that the high low motivation possessed by an employee has not been able to strengthen leadership style on performance.

**The effect of the work climate on employee performance through work motivation.**

Research ini proves that the work climate has not been able to mediate the influence of employee performance leadership styles, which means that the high low motivation possessed by an employee has not been able to strengthen the influence of the work climate on performance.

**The effect of workload on employee performance through work motivation**

Research ini proves that workload is able to mediate the influence of employee performance leadership style, which means that the high low motivation possessed by an employee will be able to strengthen the influence of workload on performance.

#### 4. Conclusion

After the results of the analysis and testing of the hypothesis tested, maka inambil several conclusions, namely: Leadership style, teamwork and workload affect work motivation, while work climate does not affect work motivation. Leadership style and work motivation affect employee performance while work is tim, work climate, and workload do not affect employee performance. Work motivation is able to mediate the influence of work on employee performance but work motivation has not been able to mediate the influence of leadership style, teamwork and work climate on employee performance.

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