

The Influence of Leadership Style and Work Motivation on Employee Performance and its Impact on the Quality of Public Services

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Abstract

This study aims to examine and determine the influence of leadership style on the quality of public services, both directly and mediated by employee performance. The analysis also seeks to determine whether the relationships between variables are significant or not and whether they have a positive or negative relationship with employee performance at the District Office and Village Office of Pasuruan City. Total sampling was chosen because the population is less than 100, where all individuals in the population, either individually or collectively, are given the same opportunity to be selected as members of the sample, totaling 74 respondents. The analysis techniques used are descriptive statistics and inferential statistical analysis. The research model employs structural equation modeling (SEM), with calculations using the PLS-SEM. The results show that the leadership style variable has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Leadership style has a positive and significant effect on service quality. Work motivation has a positive and significant effect on service quality. Employee performance has a positive and significant effect on service quality. Leadership style has a positive and significant effect in mediating the relationship between service quality and employee performance. Work motivation has a positive and significant effect in mediating the relationship between service quality and employee performance.

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1. Introduction

Performance in this study refers to civil servants working at the District Office and Village Office within the Purworejo District, Pasuruan City. When discussing employee performance, it is closely related to the Work Plan of the Purworejo District, Pasuruan City. From the aspect of Service Performance in the Purworejo District, according to observations based on main tasks and functions, the Purworejo District does not have the authority over mandatory affairs directly related to basic services and therefore does not yet have performance benchmarks and indicators as per the Minimum Service Standards of the Ministry of Home Affairs. However, the Primary Performance Indicators of the Purworejo District, as a result of consultation with the Ministry of Administrative and Bureaucratic Reform, will be included in the Strategic Plan of the Purworejo District for 2016-2021.

Regarding population administration, based on the new Law (Law No. 24 of 2013 concerning Population Administration), all management and issuance processes (family cards, ID cards, marriage certificates, and birth certificates) are free of charge since February 25, 2014. "All administration fees are not imposed on the public. Currently, population documents hold significant importance, especially since development policies are also based on population

numbers. Therefore, it is necessary to promptly correct the population data to synchronize it with data from the Central Bureau of Statistics (BPS).

Table 1. Target and Realization of Main Performance Indicator Achievements for Purworejo District in 2019

Strategic Goals	Performance Indicators	Targets	Realized Achievements
Increased community participation in development	Percentage of Developing Villages in Purworejo District	60%	75%
	Percentage of government services provided according to standards	100%	100%
Improved public services	Percentage of follow-up actions on community security reports in the District	100%	100%

Source: Purworejo District, Pasuruan City (2021)

In terms of district expenditures, the evaluation of the implementation of the Work Plan of Purworejo District, Pasuruan City in 2019 and the forecasted achievements for the current year refer to the Annual Regional Budget (APBD) until the second quarter, which is then linked to the achievement targets in the Strategic Plan based on the realization of programs and activities in previous years' implementations of the Purworejo District's Work Plan, Pasuruan City.

Based on the performance evaluation of Purworejo District, Pasuruan City in 2019, which was conducted using the Performance Determination, Performance Measurement of Activities, and Achievement Measurement of Targets format, the financial performance achievement of Purworejo District was 76.91%. This indicates that Purworejo District can be categorized as successful in achieving its performance targets.

However, Purworejo District acknowledges that there are still weaknesses that need improvement to achieve better performance. Therefore, an evaluation of what has been implemented is necessary to understand the reasons for these shortcomings or failures as feedback for future actions. Several evaluations of the realization of programs/activities in 2019 can be categorized as follows:

- a. Programs/activities that did not meet the planned performance output targets: a. Routine maintenance activities for official residences achieved 0% realization because the residences did not require maintenance as they were not yet utilized. b. Management of Public Health Services Activities in Sekargadung Sub-District achieved 0%. c. There were 21 activities funded by Additional General Allocation Fund (Additional DAU) that did not meet their targets or could not be implemented due to field conditions.
- b. Programs/activities that met the planned performance output targets: Out of 9 programs and 72 activities of Purworejo District in 2019, 8 programs and 80 activities achieved 100% of their planned performance output targets.
- c. Programs/activities that exceeded the planned performance output targets (>100%): There were no programs/activities that exceeded their planned performance output targets in 2019.
- d. Factors contributing to achieving/meeting the program/activity performance targets: Factors contributing to achieving the targets include thorough planning in formulating the performance plans for the respective year and minimal hindrances during implementation, allowing performance targets to be met as expected. Coordination and clear task understanding were crucial for balanced and directed program/activity implementation, as well as relevance between programs and the allocated budget.
- e. Implications for the achievement targets of the Strategic Plan programs: The implications arising from the implementation of programs and activities by Purworejo District ensured the achievement of the program/activity targets outlined in the strategic plan.
- f. Planning and budgeting policies/actions needed to address these factors: To maintain achieved program and activity targets, policies/actions should focus on sustaining the current performance level to prevent any decline.

The findings from the performance evaluation of Purworejo District not only guide the implementation of activities in the 2020 fiscal year but also serve as a means to enhance the district's overall performance. Performance, as described, reflects the level of achievement in implementing programs, activities, or policies to realize the organization's goals, vision, and mission outlined through strategic planning. Performance can be known and measured when individuals or groups of employees meet the criteria or standards of success set by the organization. Therefore, without clear goals and targets in measurement, assessing individual or organizational performance would not be possible without benchmarks of success (Moeheriono, 2014).

Performance according to Mangkunegara (2015) is the quality and quantity of work achieved by an employee in carrying out their tasks according to the responsibilities assigned to them. Performance is a function of motivation and capability. Employee performance is crucial for a company to achieve its goals. Higher performance implies increased efficiency, effectiveness, or higher quality in completing a series of tasks assigned to an employee within an organization or company.

An organization serves as a framework for people to gather and collaborate towards common goals. In organizations, a hierarchical structure of leaders and subordinates is necessary. Therefore, high-quality human resources are needed to fill leadership and subordinate roles. Sudarsono (2006) asserts that human resources are potential energies inseparable from an organization or work unit. The role of a leader in influencing their subordinates is essential for the progress of the organization.

Koesmono (2007) emphasizes that the presence of a leader in an organization is crucial to steer the organization towards its established goals. Leaders typically employ specific leadership styles to influence their subordinates. Leadership style is the behavior a leader uses when influencing others. According to House (1971), as cited by Robbins & Judge (2011), there are four classifications of Path-Goal leadership styles: directive, supportive, participative, and task-oriented leadership styles. Various leadership styles can be used by a leader to influence and motivate their subordinates, thereby enhancing their performance in their work. Empirical research by Hutaaruk (2015) shows that leadership style has a positive and significant impact on performance. Similarly, research by NawoseIng'ollan & Roussel (2017) indicates that leadership style influences employee performance. However, findings from Rathore et al. (2017) suggest that transformational leadership is not significantly related to employee performance, whereas transactional leadership shows a significant association with employee performance.

Organizational goals can be maximized with strong employee performance. To achieve good performance from employees, structured and effective guidance is essential. Companies strive to motivate their employees to work more productively in line with the company's established goals. Motivation can be seen as a change in energy within an individual characterized by the emergence of feelings, preceded by responses to the presence of goals. Motivation is the fundamental drive that propels someone or their desire to exert all efforts towards a goal. As Mangkunegara (2015) suggests, motivation is the condition or energy that directs employees towards achieving the organizational goals of a company.

The positive mental attitude of employees towards their work situation strengthens their motivation to achieve maximum performance. Three key elements of motivation include effort, organizational goals, and needs. Thus, motivation in this context is essentially a response to action. Motivation arises from within individuals driven by the presence of a goal. This goal pertains to needs; it can be said that there would be no motivation if a need is not perceived.

A motivated individual is someone who puts forth substantial effort to support the production goals of their work unit and the organization they belong to. Conversely, an unmotivated person only puts forth minimal effort in their work (Winardi, 2011). Furthermore, an employee will excel when their efforts are acknowledged, whereas if their efforts are not appreciated, they may not strive for excellence (Sofyan, 2005).

In previous research, Yenni (2019) stated that work motivation significantly influences employee performance within an organization. Similarly, Purwanto's study (2020) found that motivation has a significant impact on employee performance. However, contrary findings by Iqbal & Amirulmukminin (2020) indicate that work motivation does not affect employee

performance, suggesting that the motivation variable does not influence employee performance at all.

Improving employee performance is crucial considering the shift in government policy direction driven by the reform spirit to broaden opportunities for greater public participation in governance and development activities. This policy shift has implications for the professional abilities of employees to meet the challenges of globalization and compete with other countries worldwide. Based on this perspective, enhancing the performance of civil servants is urgently needed in today's context (Pettalolo, 2013).

The realization of quality public services is a hallmark of good governance, serving as the objective of state apparatus utilization. In accordance with Law No. 25 of 2009 on public services, the continuous and sustainable improvement of service quality is a task that all government officials must undertake. Kecamatan Purworejo Kota Pasuruan, as a governmental institution emphasizing service and public trust, must understand the behaviors and desires of the community in utilizing disaster services and institutional policies, ensuring satisfaction through established service standards.

Service is deemed quality or satisfactory when it meets the needs and expectations of the community. If the public is dissatisfied with a provided service, it can be considered inefficient or of poor quality. Sinambela (2014) states that service quality typically reflects direct characteristics of a product, such as performance, reliability, ease of use, aesthetics, and more.

The era of reform has led to a critical public perspective on the current government system, prompting Indonesia's governance system to evolve with democratic principles in pursuit of good governance and to change public perceptions of the complex and convoluted bureaucracy. Associated with human rights, the reform era has left the public consistently dissatisfied with government services. To alter this perception, the government has implemented several strategies, including the establishment of Inpres Number: 7 of 1999 and Decree of the Minister of State Apparatus Empowerment Number: KEP/25/M.PAN/2/2004, alongside new policies outlined in Regulation of the Minister of State Apparatus Empowerment Number: PERI 21/M.PAN/III/2008 on the Guidelines for the Preparation of Standard Operating Procedures (SOP) for Government Administration.

Regulations cannot meet expectations and desires without support from relevant parties, including civil servants who play a dual role as implementers and the backbone of government administration. The implementation of standard operating procedures (SOP) at the District Office of Kecamatan Purworejo is planned to ensure administrative order in governance operations. With SOPs in place, deviations from core duties and governmental functions are expected to be minimized.

In any organization, whether government or private sector, the importance of performance and good service is paramount, with Kecamatan Purworejo Kota Pasuruan making it a fundamental element to consistently apply. Previous research by Mananeke et al. (2019) indicates a positive influence of employee performance on service quality. Similarly, Dinesh & Ragel (2016) found a strong positive relationship between employee performance and service quality. In contrast, Herman (2018) found that employee performance does not significantly affect public service quality.

The forms of services provided by the District Office of Kecamatan Purworejo Kota Pasuruan to the community are structured in the form of Renja. Renja Kecamatan Purworejo serves not only as a guide for implementing activities in the fiscal year but also as a means to enhance the district's performance. Therefore, Renja serves as a crucial tool for implementing activities in the fiscal year, providing valuable feedback for decision-making and planning for the upcoming fiscal year for district officials and all Kecamatan Purworejo staff.

In order to influence the civil servants to achieve maximum performance in delivering quality public services to the community, a leader with leadership abilities and skills is essential. According to Sutrisno (2009), leadership styles can be viewed from various perspectives. Thoha (2007) defines leadership style as the behavioral norm used by someone when attempting to influence the behavior of others as they perceive it. Additionally, leadership style encompasses behaviors and strategies that result from a combination of philosophy, experience, personality, and attitudes aimed at influencing the performance of subordinates (Sarlito, 2013).

The quality of public service is not only influenced by the leadership style of its leader but also determined by the motivation of its employees. According to Robbins & Judge (2011), motivation is a process that explains the intensity, direction, and persistence of an individual in achieving their goals. Basically, motivation can encourage employees to work hard so they can achieve organizational goals. Employee motivation can be influenced by salary or compensation, a pleasant work environment or good relationships with fellow employees. This can increase employee work productivity to provide public services to the community. While the performance in this research is based on PP No.30 of 2019.

Based on the description above, a research conceptual framework can be drawn as follows:

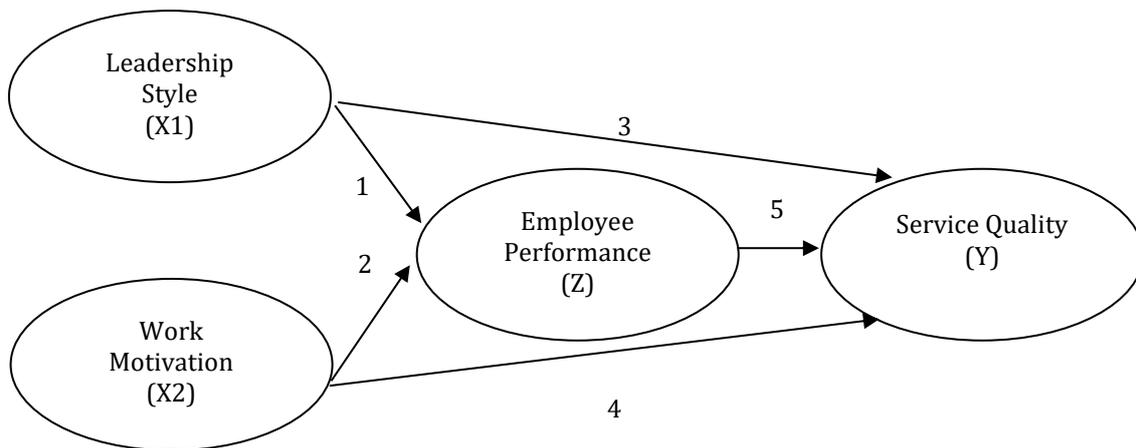


Figure 1. Research Conceptual Framework
Source: Data Processed (2022)

2. Methods

This study employs a quantitative research design. Quantitative research requires researchers to explain how variables influence each other (Creswell, 2014). This type of research is explanatory. Explanatory research aims to explain the cause-and-effect relationship between variables through hypothesis testing (Sekaran & Bougie, 2017).

This study employs a census technique, which involves collecting all questionnaires from all employees as the primary data collection tool. The object of this study is to examine the influence of leadership style and work motivation on employee performance and its impact on service quality. The subjects of the study are employees from the District Office and Subdistrict Offices located within the Purworejo District of Pasuruan City. In this study, the population is divided into 2 groups:

- a. The group of employees from the District Office and Subdistrict Offices located within the Purworejo District of Pasuruan City, totaling 74 individuals.
- b. The group consists of community members who are users of postal services at the District Office and Subdistrict Offices within the Purworejo District of Pasuruan City, the exact number of whom is not known precisely at the time of the study (data collection).

The sampling procedures for both groups in this study are as follows:

- a. Sampling for Employees of the District Office and Subdistrict Offices:
The total population of employees from the District Office and Subdistrict Offices within the Purworejo District of Pasuruan City is 74 individuals. Due to the population size being less than 100, total sampling will be employed. Total sampling is a sampling technique where every member of the population is included in the sample (Sugiyono, 2014). Therefore, the sample size for this group in the study will also be 74 individuals.
- b. Sampling for Community Members Using Postal Services:
The population size of community members using postal services at the District Office and Subdistrict Offices within the Purworejo District of Pasuruan City is not precisely known at

the time of data collection. For consistency and practicality in analysis, the sample size for this group will be determined the same as that for the employees, which is 74 individuals.

This approach ensures that both employee and community samples are sufficient for conducting meaningful statistical analyses, considering the latent variables and the requirements for multivariate analysis. The instruments used in this study employ a Likert scale. Meanwhile, data analysis and interpretation are conducted using a variance-based Structural Equation Model known as Partial Least Squares (PLS). The validation and reliability of variables in this research are assessed through outer model tests, specifically examining convergent validity, discriminant validity, and composite reliability (Hair et al., 2014).

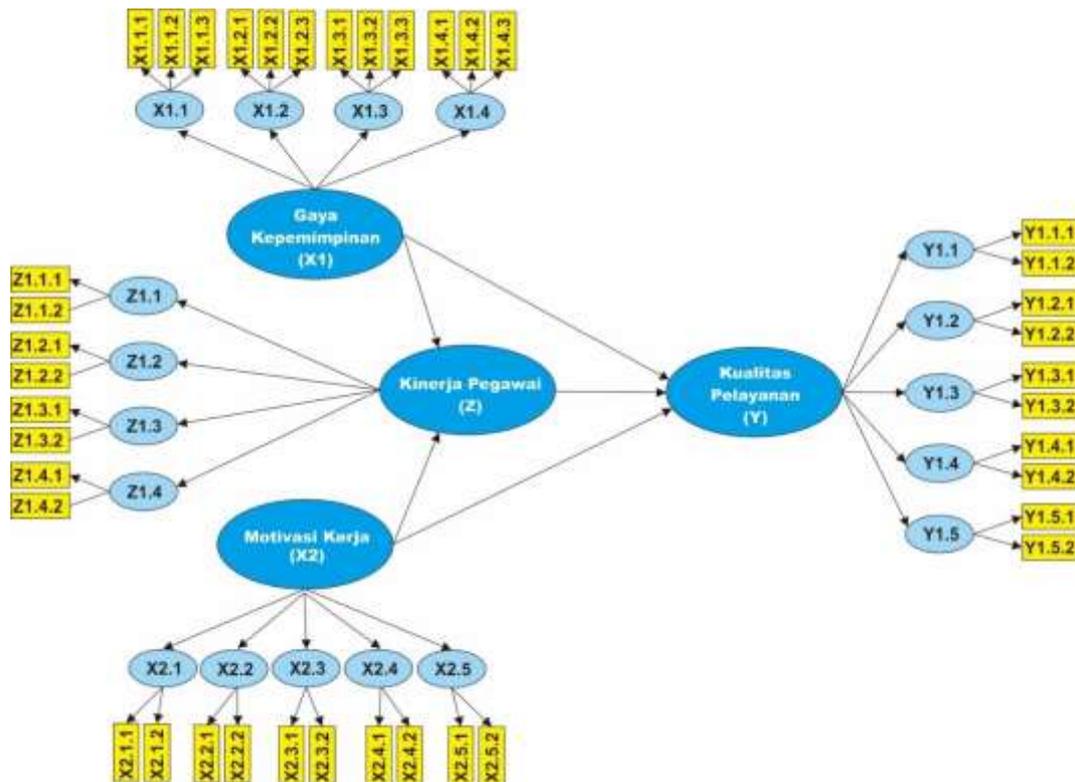


Figure 2. Structural Model
Source: Data Processed (2022)

3. Results and Discussion

3.1. Results

This study explores the relationship between the Influence of Leadership Style and Work Motivation on Employee Performance and its Impact on Public Service Quality in the Purworejo District of Pasuruan City. Based on the results of the analysis and hypothesis testing conducted, the next step involves discussing the findings of the analysis.

Characteristics of Respondents

Respondent characteristics provide a descriptive overview of the identities within the research sample established by the researcher. The purpose of describing respondent characteristics is to provide an understanding of the research sample. In this study, respondents are classified based on several characteristics including gender, age, and length of service.

Respondent Characteristics Based on Gender

The first characteristic is based on the gender of the respondents, divided into males and females. Based on processed data, the gender distribution of respondents in this study is presented in table 2 below:

Table 2. Number of Respondents Based on Gender

Gender	Frequency	Percentage
Male	49	66.22%
Female	25	33.78%

Source: Data Processed (2022)

From the data in Table 5.1, it is evident that the majority of respondents in this study are male, comprising 66.22% of the total respondents with 49 individuals. This figure dominates the total respondent count of 74%. Female respondents account for 33.78% of the total, with 25 individuals.

Respondent Characteristics Based on Age

The second characteristic is based on the age of the respondents. An overview of respondent ages can be seen in table 3 below:

Table 3. Number of Respondents Based on Age

Age Range	Frequency	Percentage
21 - 30 Years	12	16.22%
31 - 40 Years	20	27.03%
41 - 50 Years	28	37.84%
51 - 60 Years	14	18.92%

Source: Data Processed (2022)

From Table 5.2, it can be observed that the majority of respondents in this study fall within the age range of 41 to 50 years, comprising 37.84% of the total respondents with 28 individuals. The age range of 31 to 40 years follows with 27.03% (20 respondents), while the age ranges of 21 to 30 years and 51 to 60 years account for 16.22% (12 respondents) and 18.92% (14 respondents) respectively.

Respondent Characteristics Based on Education

The second characteristic is based on the education level of the respondents. An overview of respondent education can be seen in table 4 below:

Table 4. Number of Respondents Based on Education

Education	Frequency	Percentage
SMA	25	33.78%
D3	6	8.11%
S1	35	47.30%
S2	8	10.81%

Source: Data Processed (2022)

From Table 5.3, it can be observed that respondents in this study with SMA education level amount to 25 individuals (33.78%), those with D3 education level are 6 respondents (8.11%), respondents with S1 education level are 35 individuals (47.30%), and respondents with S2 education level are 8 individuals (10.81%).

Respondent Characteristics Based on Length of Service

The second characteristic is based on the length of service of the respondents. An overview of respondent tenure can be seen in table 5 below:

Table 5. Number of Respondents Based on Length of Service

Length of Service	Frequency	Percentage
0 - 5 Years	13	17.57%
6 - 10 Years	5	6.76%
11 - 15 Years	29	39.19%
16 - 20 Years	13	17.57%
Above 20 Years	14	18.92%

Source: Data Processed (2022)

From table 5, it can be observed that in this study, there are 13 respondents (17.57%) with tenure ranging from 0 to 5 years, 5 respondents (6.76%) with tenure from 6 to 10 years, 29 respondents (39.19%) with tenure from 11 to 15 years, 13 respondents (17.57%) with tenure from 16 to 20 years, and 14 respondents (18.92%) with tenure above 20 years.

Assessing the Outer Model or Measurement Model

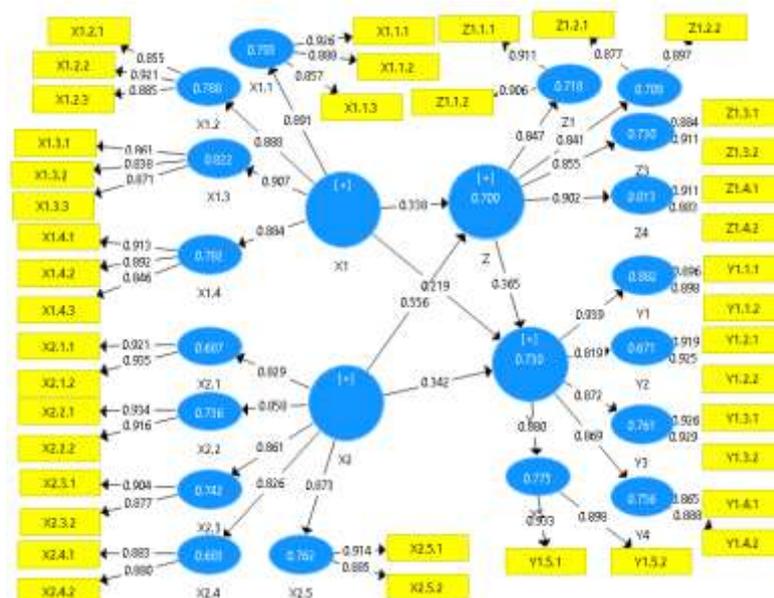


Figure 3. Measurement Model (outer Model)

Source: Data Processed (2022)

It seems like you're summarizing the criteria for using the SmartPLS data analysis technique to assess the outer model, focusing on Convergent Validity, Discriminant Validity, and Reliability.

a. Convergent Validity

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item scores and component scores estimated by the PLS software. Individual reflective measures are considered high if they correlate above 0.70 with the measured construct. However, according to Chin (1998), as cited in Ghazali (2014), for initial scale development research, loading values between 0.5 and 0.6 are considered adequate. In this study, a loading factor threshold of 0.60 will be used. Loading values >0.70 are considered valid. All loading values for indicators of Leadership Style, Work Motivation (PL), Employee Performance (IQ), and Service Quality (IB) are greater than 0.70. This indicates that the indicators for these research variables are valid.

b. Discriminant Validity

Following convergent validity, the next evaluation is to examine discriminant validity through cross-loading, the square root of the average variance extracted (AVE), and

composite reliability. Discriminant validity of the measurement model is assessed based on cross-loading measurements with constructs. The next step in Discriminant Validity with the square root of average variance extracted involves comparing the square root of AVE values with correlations between constructs. If the square root of AVE values is higher than the correlations between constructs, then good discriminant validity is achieved. Additionally, an AVE value greater than 0.5 is highly recommended.

Table 5. Number of Respondents Based on Length of Service

Variable	Average Variance Extracted (AVE)
X1	0.616
X2	0.591
Y	0.632
Z	0.597

Source: Data Processed (2022)

Based on the table above, the AVE values for all four constructs are greater than 0.5. These values indicate that the variables have good discriminant validity.

Results of Reliability Testing

The reliability testing results in this study indicate that overall, the measurement variables used can be considered reliable, showing Cronbach's alpha and composite reliability ≥ 0.7 . The researcher has summarized the reliability testing results in table 6 as follows:

Table 6. Reliability Testing Results

Construct	Cronbach's Alpha	Composite Reliability
X1	0.943	0.950
X2	0.922	0.935
Y	0.935	0.945
Z	0.903	0.922

Source: Data Processed (2022)

In addition to construct validity testing, reliability testing was also conducted measured by criteria such as composite reliability and Cronbach's alpha from the indicator block measuring constructs. Constructs are considered reliable if both composite reliability and Cronbach's alpha are above 0.70. Therefore, it can be concluded that the constructs have good reliability.

Structural Model Testing (Inner Model)

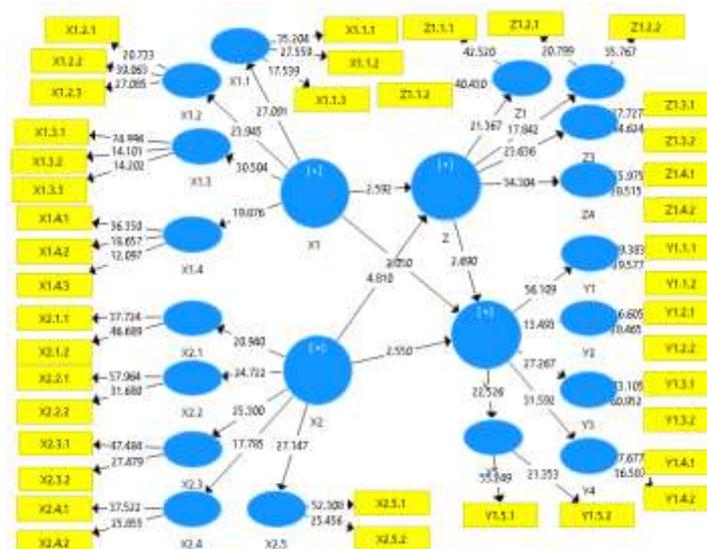


Figure 4. Structural Model (Inner Model)

Source: Data Processed (2022)

a. Coefficient of Determination (R-Square)

The structural model was tested by examining the R-square values, which indicate the goodness of fit of the model.

Table 7. R-Square Values

Variable	R Square
Z (Employee Performance)	0.700
Y (Service Quality)	0.730

Source: Data Processed (2022)

In this study, two variables are influenced by other variables: Employee Performance (Z) influenced by Leadership Style (X1), Work Motivation (X2), and Service Quality (Y) influenced by Leadership Style (X1), Work Motivation (X2), and Employee Performance (Z). Table 5.13 shows that the R-square value for Employee Performance (Z) influenced by Leadership Style (X1) and Work Motivation (X2) is 0.700, indicating that 70% of Employee Performance (Z) is influenced by Leadership Style (X1) and Work Motivation (X2), while the remaining 30% is influenced by other variables not included in the study. Similarly, the R-square value for Service Quality (Y) influenced by Leadership Style (X1), Work Motivation (X2), and Employee Performance (Z) is 0.730, indicating that 73% of Service Quality (Y) is influenced by these variables, with the remaining 27% influenced by other factors outside the model.

b. Predictive Relevance (Q Square)

In the PLS model, overall goodness of fit is assessed using Q2 (predictive relevance), where a higher Q2 indicates a better fit with the data. From Table 7, Q2 is calculated as follows:

$$Q^2 = 1 - (1 - R^2) (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.700) \times (1 - 0.730)$$

$$= 0.9190$$

The calculation yields a Q2 value of 0.9190, indicating that 91.90% of the variability in the research data can be explained by the structural model, while the remaining 8.10% is explained by factors outside the model. Based on these results, the structural model in the study can be considered to have good goodness of fit.

c. Hypothesis Testing

The significance of estimated parameters provides valuable information about the relationships between the research variables. In PLS, statistical testing of each hypothesized relationship is conducted using simulation, specifically bootstrap method on the sample. Bootstrap testing is also intended to minimize issues related to non-normality in the research data. The results from the PLS analysis are summarized in table 8.

Table 8. Path Coefficient (Mean, T-Values)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Keterangan
X1 -> Y	0.219	2.050	0.041	Signifikan
X2 -> Y	0.342	2.550	0.011	Signifikan
X1 -> Z	0.338	2.592	0.010	Signifikan
X2 -> Z	0.556	4.810	0.000	Signifikan
Z -> Y	0.365	2.690	0.007	Signifikan

Source: Data Processed (2022)

Based on table 8, the following results are obtained:

- Hypothesis 1: Leadership Style (X1) significantly influences Employee Performance (Z).
- Hypothesis 2: Work Motivation (X2) significantly influences Employee Performance (Z).
- Hypothesis 3: Leadership Style (X1) significantly influences Service Quality (Y).
- Hypothesis 4: Work Motivation (X2) significantly influences Service Quality (Y).
- Hypothesis 5: Employee Performance (Z) significantly influences Service Quality (Y).

Indirect Effects (Sobel Test)

To assess the indirect effects of independent variables on Service Quality (Y) through Employee Performance (Z), the Sobel test was conducted, as shown in table 9.

Table 9. Indirect Effects (Sobel Test)

	Indirect Effect	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0.203	2.004	0.046
X2 -> Z -> Y	0.123	2.185	0.029

Source: Data Processed (2022)

Based on Table 9, the indirect effects are as follows:

Hypothesis 6: Leadership Style (X1) significantly influences Service Quality (Y) through Employee Performance (Z).

Hypothesis 7: Work Motivation (X2) significantly influences Service Quality (Y) through Employee Performance (Z).

Mediation Effect Testing

In SEM models, the basic concept of mediation analysis involves a mediator variable where an independent variable (X) influences a dependent variable (Y) through another variable (Z). This occurs when:

- The independent variable significantly explains the mediator variable (X -> Z).
- The mediator variable significantly explains the dependent variable (Z -> Y).
- When controlling for the mediator variable (X -> Z and Z -> Y), the relationship between the independent variable and the dependent variable becomes non-significant or significant (path c).

Overall, the SEM-PLS results are summarized in table 10.

Table 10. Summary of SEM-PLS Results

Relationship	Path Coefficient	T	P-value
X1 -> Y	0.219	2.050	0.041
X2 -> Y	0.342	2.550	0.011
X1 -> Z	0.338	2.592	0.010
X2 -> Z	0.556	4.810	0.000
Z -> Y	0.365	2.690	0.007
X1 -> Z -> Y	0.203	2.004	0.046
X2 -> Z -> Y	0.123	2.185	0.029

Source: Data Processed (2022)

From table 10, the following insights are gained:

- The leadership style variable has a significant influence on the employee performance variable and also has a significant impact on service quality.
- The work motivation variable has a significant effect on both the employee performance and service quality variables.
- The employee Performance variable significantly mediates the relationship between the leadership style and work motivation variables on service quality.
- Employee Performance partially mediates the relationship between the leadership style and work motivation variables on service quality, as leadership style and work motivation have a direct and significant influence on service quality.

3.2. Discussion

The Influence of Leadership Style on Employee Performance

Based on statistical analysis using path analysis, it is found that leadership style has a positive influence on employee performance, indicated by a path coefficient of 0.338. The positive direction of the relationship suggests that better leadership style leads to higher employee performance. The path analysis results, showing a probability value or significance of t-value of

0.010 with an alpha of 0.05 ($0.010 < 0.05$), reject H_0 . The conclusion drawn is that leadership style significantly influences employee performance.

Research by Hutaurok (2015) demonstrates that leadership style positively and significantly affects performance. Similarly, NawoseIng'ollan and Roussel (2017) show that leadership style impacts employee performance. Effective leadership style stimulates the enthusiasm and commitment of employees, thereby enhancing their performance.

Leadership style is a crucial variable in organizational measurement. A good leadership style is the behavior or approach chosen and employed by a leader to influence the thoughts, feelings, attitudes, and behaviors of subordinates, leading to progress for the organization to thrive in a competitive environment. High employee performance enables overall productivity to increase, thereby sustaining competitiveness.

Based on descriptive testing results for the leadership style variable (X1), it shows favorable outcomes. This is evident from the average frequency of all respondent answers to this variable, which is 4.17, indicating an average agreement among respondents. Descriptive analysis results for the first dimension, Telling, have an average of 4.24, suggesting that supervisors are able to direct their employees effectively.

For the second dimension, Selling, the average is 4.16, indicating that supervisors can provide support to employees facing challenges in their work. In the third dimension, Participating, the average is 4.08, suggesting that employees receive assistance from supervisors in performing their tasks. In the fourth dimension, Delegating, the average is 4.20, indicating that supervisors possess the ability to lead their subordinates effectively.

The Influence of Work Motivation on Employee Performance

Based on statistical analysis using path analysis, it is revealed that work motivation has a positive influence on employee performance, indicated by a path coefficient of 0.556. The positive direction of the relationship suggests that higher work motivation leads to increased employee performance. This is supported by the path analysis results, showing a probability value or significance of t-value of 0.000 with an alpha of 0.05 ($0.000 < 0.05$), rejecting H_0 and accepting H_1 . The conclusion drawn is that work motivation significantly affects employee performance, where better work motivation leads to higher employee performance.

Research by Yenni (2019) shows that work motivation significantly influences employee performance in an organization. Motivation is what drives individuals to pursue specific goals. An individual can perform well only when they have adequate work motivation. Work motivation does not solely stem from within the individual but requires a combination of personal drive, leadership support, and the work environment itself.

Purwanto's study (2020) demonstrates that motivation significantly impacts employee performance. Motivation involves a continuous effort dimension. It also measures how long an individual can sustain their efforts. Motivated individuals persist in their tasks long enough to achieve their goals. Based on descriptive testing results for the work motivation variable (X2), it shows positive outcomes. This is evident from the average frequency of all respondent answers to this variable, which is 4.06, indicating an overall strong agreement among respondents.

Descriptive analysis results for the first dimension, Physiological Needs, show an average rating of 4.05. This indicates that employees receive adequate compensation for their workload and can meet their living needs with their families. For the second dimension, Safety Needs, respondents rated this dimension with an average of 4.03. This suggests that employees have adequate and comfortable working environments. In the third dimension, Belonging Needs, respondents rated this dimension with an average of 4.17, indicating that employees have good relationships with both colleagues and leaders.

In the fourth dimension, Esteem Needs, respondents rated this dimension with an average of 4.04, indicating that employees receive recognition for their work achievements. In the fifth dimension, Self-Actualization Needs, respondents rated this dimension with an average of 3.99, suggesting that employees have opportunities to develop their abilities.

The Influence of Leadership Style on Service Quality

Based on statistical analysis using path analysis, it is found that leadership style has a positive influence on service quality, indicated by a path coefficient of 0.219. The positive direction of the relationship suggests that better leadership style leads to higher service quality. The path analysis results show a probability value or significance of t-value of 0.041 with an alpha of 0.05 ($0.041 < 0.05$), rejecting H_0 . The conclusion drawn is that leadership style significantly affects service quality.

Research by Khairunnisa & Nadjib (2019) indicates that leadership style enhances service quality. Providing the best service to the community requires effective leadership style to meet public expectations. Wijaya et al. (2019) research shows a significant relationship between leadership style and service quality. Leadership style is crucial in strengthening service quality. Leadership is defined as the relationship between a leader and those who choose to follow, involving behaviors that direct and coordinate team activities or a group of people towards a common goal.

The Influence of Work Motivation on Service Quality

Based on statistical analysis using path analysis, it is found that work motivation has a positive influence on service quality, with a path coefficient of 0.342. The positive direction of the relationship indicates that better work motivation leads to higher service quality. This is supported by path analysis results showing a probability value or significance of t-value of 0.011 with an alpha of 0.05 ($0.011 < 0.05$), rejecting H_0 and accepting H_1 . The conclusion drawn is that work motivation significantly affects service quality, where higher work motivation leads to better service quality.

Research by Talle (2016) suggests that motivation towards service quality is determined by physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. Tenreng's (2016) research shows that motivation influences service quality.

Motivation has a cause-and-effect relationship with public service quality. This implies that to improve service quality, motivation from service providers is essential. Human factors in service delivery significantly impact overall customer satisfaction. Humans play a crucial role in organizational behavior; to meet human needs, work is necessary. Therefore, service providers play a critical role in determining customer satisfaction, highlighting the importance of enhancing their motivation.

The Influence of Employee Performance on Service Quality

Based on statistical analysis using path analysis, it is found that employee performance has a positive influence on service quality, with a path coefficient of 0.365. The positive direction of the relationship indicates that better employee performance leads to higher service quality. This is supported by path analysis results showing a probability value or significance of t-value of 0.007 with an alpha of 0.05 ($0.007 < 0.05$), rejecting H_0 and accepting H_1 . The conclusion drawn is that employee performance significantly affects service quality, where higher employee performance results in higher service quality.

Research by Mananeke et al. (2019) indicates a positive influence of employee performance on service quality. Dinesh & Ragel (2016) show that employee performance has a strong positive relationship with service quality. Employee performance is the result or achievement of an individual in carrying out their assigned tasks or responsibilities towards achieving the organization's goals. The achievement of organizational goals is inseparable from the human resources possessed by the organization because employees are the driving force of an organization. Employees tasked with providing services to the public are pivotal in achieving good service quality. Good service can be attributed primarily to the work methods, attitudes, and behaviors of these employees in delivering services to the public or service users.

Based on descriptive testing results for the Employee Performance variable (Z), it shows satisfactory outcomes. This is evident from the average frequency of all respondent answers to this variable, which is 4.111, indicating an average agreement among respondents. Employee performance is assessed across four dimensions by respondents. The descriptive analysis results

for the first dimension, Quantity, show that respondents perceive this indicator with an average rating of 4.09. This indicates that employees are meeting the targets set by the company.

In the second dimension, Quality, respondents perceive this indicator with an average rating of 4.14. This suggests that employees are able to work according to the company's expectations. The third dimension, Time, received an average rating of 4.07 from respondents. This indicates that employees are able to complete their tasks within the time specified by the company. In the fourth dimension, Cost, respondents perceive this indicator with an average rating of 4.14. This shows that employees are able to complete their tasks faster than the time specified by the company.

The Influence of Leadership Style on Service Quality with Employee Performance as an Intervening Variable

Based on statistical analysis using path analysis, it is found that leadership style has a positive influence on service quality with employee performance as an intervening variable, showing a path coefficient of 0.203. The positive direction of the relationship indicates that better leadership style leads to higher service quality. This is supported by path analysis results showing a probability value or significance of t-value of 0.046 with an alpha of 0.05 ($0.046 < 0.05$), rejecting H_0 . The conclusion drawn is that leadership style significantly affects service quality with employee performance as an intervening variable.

Good leadership style influences employee performance (Hutauruk, 2015; NawoseIng'ollan & Roussel, 2017). Effective leadership style is the behavior or approach chosen and used by a leader to influence the thoughts, feelings, attitudes, and behaviors of subordinates to bring progress to the organization. Similarly, employee performance affects service quality (Mananeke et al., 2019; Dinesh & Ragel, 2016). The achievement of organizational goals is inseparable from the human resources possessed by the organization because employees are the driving force of an organization. Employees tasked with providing services to the public are crucial in achieving good service quality.

The Influence of Work Motivation on Service Quality with Employee Performance as an Intervening Variable

Based on statistical analysis using path analysis, it is found that work motivation has a positive influence on service quality with employee performance as an intervening variable, showing a path coefficient of 0.123. The positive direction of the relationship indicates that better employee performance as a mediator enhances the relationship between work motivation and service quality. This is supported by path analysis results showing a probability value or significance of t-value of 0.029 with an alpha of 0.05 ($0.029 < 0.05$), rejecting H_0 and accepting H_1 . The conclusion drawn is that work motivation significantly affects service quality with employee performance as an intervening variable.

Work motivation influences employee performance (Yenni, 2019; Purwanto, 2020; Sulistyan, 2017). Motivation measures how long someone can sustain their efforts. Motivated individuals will persevere in their tasks to achieve their goals. Similarly, employee performance affects service quality (Mananeke et al., 2019; Dinesh & Ragel, 2016; Sulistyan et al., 2017). The achievement of organizational goals is inseparable from the human resources possessed by the organization because employees are the driving force of an organization. Employees tasked with providing services to the public are crucial in achieving good service quality.

4. Conclusion

Based on the formulated problems, the results of analysis, and hypothesis testing conducted in the previous chapter, the research findings lead to the following conclusions 1) Leadership style significantly and positively influences employee performance. A better and more appropriate leadership style enhances employee performance in the Purworejo District. 2) Work motivation significantly and positively affects employee performance. Higher levels of work motivation correspond to increased employee performance in Purworejo District. 3) Leadership style

significantly and positively influences service quality. Improved and appropriate leadership style enhances the quality of services provided to the community in the Purworejo District. 4) Work motivation significantly and positively impacts service quality. Higher levels of work motivation lead to improved service quality provided to the community in the Purworejo District. 5) Employee performance significantly and positively affects service quality. Enhanced employee performance correlates with improved service quality delivered to the community in the Purworejo District. 6) Leadership style significantly and positively mediates the relationship between service quality and employee performance. Therefore, effective and appropriate leadership style enhances service quality delivered to the community through improved employee performance in the Purworejo District. 6) Work motivation significantly and positively mediates the relationship between service quality and employee performance. Higher levels of work motivation contribute to enhanced service quality through improved employee performance in the Purworejo District.

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