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## Leadership and Employee Performance: A Motivational Perspective

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**Abstract:** Leadership in the Kiaracondong District Environment, Bandung City, it turns out that the majority of employees gave quite good responses; employee work motivation in the Kiaracondong District of Bandung City can generally be said to be good; The performance of employees in the Kiaracondong District of Bandung City is currently considered good. Leadership and Work Motivation simultaneously influence employee performance in the Kiaracondong District, Bandung City. However, partially dominant leadership influences performance rather than work motivation. Because leadership is more dominant in influencing performance, being the first priority in improving employee performance, the Kiaracondong District Environment in Bandung City is expected to pay attention to the fact that leaders make a big contribution to improving employee performance.

**Keyword:** Leadership, Work Motivation, Employee Performance.

### INTRODUCTION

Performance does not only concern the personal characteristics aimed at by someone, but also the results of the work that has been and will be done by someone. Lewa and Subowo, 2005 state that employee performance is the result of the work achieved by a person in carrying out the tasks assigned to him. Employee performance includes the quality and quantity of output as well as reliability in work. Employees can work well if they have high performance so they can produce good work too. With high performance from employees, it is hoped that organizational goals can be achieved. On the other hand, organizational goals are difficult or even cannot be achieved if the employees who work do not have good performance so they cannot produce good work. In an organization or company, leadership is an important factor. DuBrin (2005:3) states that leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders, actions that cause other people to act or respond and cause positive change, an important dynamic force that motivates and coordinates an organization in order to achieve goals, the ability to create a sense of confidence and support among subordinates so that organizational goals can be achieved.

Leadership is an important factor in providing direction to employees, especially in today's times where everything is open, so the leadership needed is leadership that can empower employees. Leadership that can increase employee work motivation is leadership that can increase employee self-confidence in carrying out their respective duties. Anoraga (2003:1) states that a leader is someone who has the authority to command other people whose work to achieve organizational goals requires the help of other people.

As a leader he has an active role and always intervenes in all matters relating to the needs of his group members. An effective leader is someone who has this ability (Anoraga, 2003:2). Armstrong (2003) in Sudarmanto (2009:133) states that leadership is the process of inspiring all employees to work as well as possible to achieve the expected results. Leadership is a way of inviting employees to act correctly, achieve commitment and motivate them to achieve common goals (Sudarmanto, 2009: 133). Every human action has a goal or motivation, whether conscious or unconscious, which is intended to fulfill the needs in question. Likewise, every employee's work or activity has a motivation, for example he hopes for income or salary, personal satisfaction from the results of his work, increased status, appreciation from fellow employees, from his superiors and so on.

Employee work motivation or encouragement is the employee's willingness to work which arises due to encouragement from within the employee concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment where the strength depends on the integration process (Anoraga, 2003: 77). Another factor that influences performance is work motivation. Motivation has characteristics that cannot be separated from human nature, which individually have different qualities from each other. According to Kamery (2004: 141) motivation is the actualization of an employee to improve his performance. In organizations and companies, the interactions that occur are between people who behave differently.

Therefore, this motivation is a very important subject for a leader or manager, because a leader or manager must work with and through other people. The change in new leadership and changes in the political map in Indonesia will have an impact on policy changes in government agencies. , especially in the Kiaracandong District Environment, Bandung City, this requires every civil servant in the Kiaracandong District Environment, Bandung City to work in accordance with the rules that are enforced in order to achieve the same goal, namely improving services for the Indonesian people in order to achieve the goal. national development, namely forming a just and prosperous Indonesian society, so that with government regulations that support service improvements in the Kiaracandong District Environment, Bandung City, the performance of employees in the Kiaracandong District Environment Bandung City should be very good. However, in reality, there are indications of employee performance in the District Environment Kiaracandong, Bandung City, which is still relatively low, this will have an impact on the performance of their services to communities that are less than optimal. Indications of low performance include a lack of employee responsibility for their work, there are several rules that tend not to be obeyed, such as normal working hours and excellent service (Observation and Interview Results, 2017).

## **METHOD**

### **Methods Used**

This type of research uses quantitative methods with descriptive and verification research. Quantitative methods are quantitative methods that can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing established hypotheses (Sugiyono, 2015: 13). Meanwhile, descriptive research is research that aims to obtain a description of the characteristics of perception variables regarding Leadership, Motivation and Performance. The nature of verification

research basically wants to test the truth of a hypothesis which is carried out through data collection in the field, where in this research it will test the influence of leadership and motivation on employee performance in the Kiaracondong District Environment, Bandung City.

This type of investigation is causal, because it will test the causal relationship between the independent variable and the dependent variable. The unit of analysis in this research is employees in the Kiaracondong District, Bandung City. This research is included in the cross-sectional category, that is, information from respondents is collected directly at the research object, with the aim of being able to estimate the respondents' opinions regarding the research object.

### **Variable operationalization**

As revealed in the problem identification, the main problem studied is perceptions of leadership (X1) and motivation (X2) as independent variables, employee performance as the dependent variable (Y). Based on the research approach used.

### **Sources and Methods of Determining Data/Information**

The data source in this research is a secondary data source from documentation or reports available to the organization (employee performance evaluation in Kiaracondong District, Bandung City, 2017). Meanwhile, primary data on leadership, motivation and employee performance came from employees in the Kiaracondong District, Bandung City as respondents.

The population in this study were all employees in the Kiaracondong District, Bandung City, namely (N) 30 people. According to Arikunto (2003: 76), what is meant by population is a generalized area consisting of objects or subjects that constitute certain quantities and characteristics determined by researchers to be studied and then drawn

In conclusion, a sample is a portion of the population taken as a data source and can represent the entire population.

In this research, the sample size is determined by the form of statistical test that will be used. The statistical test that will be used is path analysis, where the path coefficient is basically a correlation coefficient. Thus, the minimum sample size for this path analysis is determined through the use of a sampling technique, namely saturated sampling. This saturated sampling amount resembles the population, where the population is 30 people. Therefore, the sample in this study was 30 people.

### **Data collection technique**

The data collection techniques used in carrying out this research are as follows:

1. Literature study, namely studying books or written materials that are related to the research being carried out.
2. Field studies, namely data collection that goes directly into the field.

## **RESULTS AND DISCUSSION**

### **Results**

#### **Human Resource Management**

According to Cascio (2003: 10), "Human resource management is the art and science of arranging relations and the role of labor to be efficient and effective assisting it from organizations, employees and society". Human resource management is the science and art of managing the relationships and roles of the workforce so that they are efficient and effective in helping to realize the goals of the organization, employees and society. From this understanding, human resource management is a science and art that studies how to utilize human resource management by carrying out human resource management functions

optimally so that individual and organizational goals are achieved. According to Siagian (2008: 21), the functions of human resource management are as follows:

1. Human resource planning is planning the workforce so that it is effective and efficient and in accordance with organizational needs and can help realize organizational goals.
2. Organizing is an activity to organize all employee components by determining the division of work, work relationships, delegation of authority, integration and coordination in an organizational chart. Organizations are a tool to achieve goals. Good organization will help achieve goals effectively.
3. Directing is the activity of directing all employees to collaborate and work effectively and efficiently to help achieve the goals of the organization, employees and society. Direction is carried out by the leader by assigning subordinates so that they can carry out all their tasks well.
4. Control is the activity of controlling employees so that they comply with organizational regulations and work according to plan. Employee control includes attendance, discipline, behavior, cooperation, work implementation and maintaining the work environment.
5. Procurement is the process of attraction, selection, placement, orientation and induction to obtain employees who suit the needs of the organization. Good procurement will help realize organizational goals.
6. Development is the process of improving employees' technical, theoretical, conceptual and moral skills through education and training. The education and training provided must be in accordance with current and future job needs.
7. Compensation is the provision of direct (direct) or indirect (indirect) remuneration, either in the form of money or goods to employees as compensation for services provided by employees to the organization.
8. Integration is an organizational activity to unite organizational interests and employee needs in order to create harmonious and mutually beneficial cooperation.
9. Maintenance is an activity to maintain or improve the physical, mental condition and loyalty of employees so that they remain willing to work together to realize organizational goals.
10. Discipline is the most important function of human resource management and the key to realizing organizational goals, because without good discipline it is difficult to achieve maximum goals. Discipline is the desire and awareness to obey organizational regulations and social norms.
11. Dismissal is the termination of a relationship with an employee of an organization. This dismissal is caused by the employee's wishes, the wishes of the organization, the end of the employment contract, retirement and other reasons.

## **Leadership**

Many definitions of leadership reflect the assumption that leadership is connected with the process of influencing people, both individuals and society. In this case, intentionally influencing one person to another in the structure of activities and relationships within a group or organization. John C. Maxwell said that the essence of leadership is influencing or gaining followers.

Leaders are the essence of management. This means that management will achieve its goals if there is a leader. Leadership can only be exercised by a leader. A leader is someone who has leadership skills, has the ability to influence the opinion/opinion of a person or group of people without asking the reasons.

Based on the explanation above, the leadership referred to in this research is a method/activity that must be carried out by someone who is considered a planner, organizer, mover, facilitator and supervisor so that other people are willing and conscious to carry out the work that has been determined. The indicators of leadership taken in this research are

respecting the rights and obligations of each employee, warm communication between leaders and employees, creating a conducive training/education atmosphere, helping to solve employee problems, paying attention to employee conditions, appreciating employee work results, behaving objective towards employees, and positioning employees as work partners.

### **Motivation**

The following is a definition of motivation from several experts, including the following: According to Siagian (2002: 102) "Motivation is the driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals." According to Harold (2005: 14) "Motivation is a bridge between desire and action. You won't get far without motivation. Motivation drives you to act, motivation can destroy. Motivation is strong. Motivation is what you have made it."

The opinion of Stephan P. Robbins and Marry Coulter (2003: 458) states that "Motivation is a person's willingness to make a high level of effort to achieve organizational goals, required by the ability to satisfy certain individual needs. Meanwhile, according to T. Hani Handoko (2004: 252) "Motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve goals."

From the opinions above, it can be concluded that motivation is a condition within a person's personality that encourages the individual's desire to carry out certain activities in order to achieve the desired goals in a certain way which is felt to lead to obtaining rewards.

### **Motivation theories**

Herzberg's two-factor theory (quoted by Amirullah Rindyuah Hanafi, (2002: 152), is a theory that tries to find the causes of a person's sense of satisfaction and dissatisfaction with the work they do. In this case, it is hoped that by knowing the causes of satisfaction, efforts can be made to create satisfaction so that workers can

driven or motivated to work because of this feeling of satisfaction. On the other hand, efforts are made to avoid job dissatisfaction so that you are still motivated to work. This Two Factor Theory is described as follows:

1. Satisfaction with the results of one's work is fulfilled by a factor called the satisfaction factor. This satisfaction factor arises in the implementer as a result of his work and then creates feelings of achievement, being appreciated, making progress, having done something important and a sense of responsibility.
2. Employee dissatisfaction is influenced by health factors and extrinsic and intrinsic factors, there are a series of working conditions that cause people to feel satisfied. If these conditions exist and are not paid attention to, then the person will not be motivated, these factors include: working conditions, job security status, wages, company procedures, interpersonal relationships. Meanwhile, a series of intrinsic conditions, motivation which, if present in work, will drive a strong level of motivation, so that it can produce good work morale. If these conditions do not exist, then these conditions do not cause excessive feelings of dissatisfaction.

### **Grouping Work Motivation Theories**

There are groupings of motivation theories, the first classification classifies motivation theories into (1) drive theory, (2) incentive theory, (3) opponent – process theory, and (4) optimal level theory. Another classification groups motivation theories into content theories and process theories. (Marwansyah Mukaram, 2000: 154).

It was further explained that several theories belonging to content theory include (1) Maslow's Hierarchy of Needs; (2) Herzberg's Two Factor Theory; (3) Mc Clelland's theory of Achievement Motivation. Meanwhile, those included in process theory include (1) Vroom's Expectation theory; and (2) Porter-Lawler's Motivation Model. Based on the opinions of the

experts above, it can be said that motivation is a person's willingness to make a high level of effort to achieve organizational goals.

### **Employee Performance**

Performance according to Sedarmayanti (2001:50) performance means work performance, work implementation, work achievements or work results/performance/appearance. Performance is basically a description of the work results achieved by a person within a certain period of time. In other words, performance is the employee's ability to carry out their duties so that they can produce something that reflects the knowledge and skills they have. Some theories put forward by experts include:

Gomes (2000: 135) states: "Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period." certain period")

In carrying out its role, the organization will rely on activities to achieve predetermined goals. Achieving this goal is carried out through cooperation between members of the organization. Organizational goals will be realized optimally if they are supported by the availability of good quality human resources. If the quality of human resources is good, they will also produce good performance and such conditions will have an impact on the resulting productivity.

The term performance comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). Mangkunegara (2008:67) believes that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The indicators used in this research include the quantity and quality of work, creativity, initiative and the integrity of the employees themselves. Employee performance is the ability given and demonstrated by employees when carrying out their duties, in other words, employee performance can be said to be the work appearance shown by employees in their workplace.

### **Discussion**

#### **General description of Kiarcondong District, Bandung City**

Kiarcondong District is part of the City Regional Apparatus which plays a role in implementing Government, Development and Community tasks. Kiarcondong District is one of the 30 sub-districts in Bandung City which was inaugurated on April 12 2007 based on Bandung City Regional Regulation Number 6 of 2006 concerning the expansion and formation of sub-district and sub-district working areas within the Bandung City Government. Geographically, Kiarcondong District is located to the East of Bandung City with an area of 613.03 Ha. with an average population density of 147 people per ha. The sub-district area is divided into 6 sub-districts, 85 community units and 593 neighborhood units.

#### **Respondent Characteristics**

Based on the results of data collection through distributing questionnaires to employees as employees, the characteristics of each employee can be identified with the hope that this information can be used as input for the Kiarcondong District Environment, Bandung City in assessing leadership, work motivation and performance in accordance with the characteristics of each employee in the future. which will come. Characteristics that can be presented in this research include: employee gender, employee age, highest level of education, and employee length of service.

Characteristics of employees according to gender, most of the Kiarcondong Subdistrict, Bandung City are male, namely 63.3%. This is in accordance with the proportion of work that is mostly carried out by men, because gender is very determining in determining performance. Furthermore, Ruky (2001; 39) stated that gender, namely male or female, is not differentiated in measuring employee performance, so that male and female employees have

performance assessments that are not differentiated. It can be seen that the majority of employee characteristics based on age include the critical age, which ranges from 41-45 years, namely 26.7%.

In general, these employees from the start of their placement until now have never been transferred, even if there is a rotation, they only differ in the commodities handled. At this age, if employees work on the same job or routine from the time they are placed, usually the employee's enthusiasm for work begins to decline or shows boredom. / Saturation, resulting in low performance. Kusriyanto (1998:98) states that employee productivity can be achieved during the employee's working age, if human resource management in an institution/organization is relatively good. The latest characteristics of employees based on formal education show that the majority of employees are S1 graduates, namely 56.7%, followed by high school graduates at 20%. Education will influence their mindset and ability to analyze problems in the field so that it will influence commitment which will ultimately also influence employee performance. Siagian (2008: 83) states that education will support employee work performance, but it does not rule out the possibility that employees with less than high education can achieve peak performance if they have a high work ethic and clear goals. For employees who have received education and have attended employee training, apart from supporting performance, which is the employee's work achievement, it will also support promotion. shows that employee characteristics based on employees' length of service are mostly between 5-10 years, namely 33.3%. If we look at their length of service, on average they have quite a long experience in their respective fields of work. Siagian (2008; 34) states that work experience supports improving work performance. Increasing employee work performance is one of the criteria for leadership assessment, both in employee promotions and awards that will be given to employees.

### **Analysis Design and Hypothesis Testing**

Based on the method used in data collection, variables that have an ordinal size are then transformed into interval form using the Method of Successive Intervals. Before distributing the instrument, the validity and reliability of the instrument was first tested. Instrument validity testing was carried out using the Product Moment Correlation formula (Sugiyono, 2001:182).

The instrument is declared valid if the correlation coefficient is  $> 0.3$  (Sugiyono, 2001:329). A question item is said to be valid if the  $r$ -count is the value of the Corrected Item-Total. The results of the validity test of all statement items, with the final test results as follows: (SPSS release 12 output see attachment B), thus all the questions in the questionnaire are valid and can be used for further measurements. Meanwhile, instrument reliability testing was carried out using the Cronbach's Alfa formula using SPSS 12.0 (Sekaran, 2000: 329). Based on the results of reliability testing on the instrument, the results are as follows (SPSS release 12 output see attachment B). Data that has been tested for validity is then tested for reliability to find out whether the measuring instrument used is trustworthy/reliable so that accurate measurement results will be obtained, thus all the questions in the questionnaire are reliable and can be used for further measurements.

Before the data is analyzed, data processing is carried out first. Processing data collected from interviews and questionnaires can be grouped into 3 steps, namely: preparation, tabulation and application of data to the research approach. Research preparation includes activities to collect and check the completeness of questionnaire sheets and provide scores (scoring) in accordance with the established assessment system. Closed questionnaire using an ordinal scale of 5, the values obtained are indicators for the pair of independent variables  $X$  and dependent variable  $Y$ , namely as follows: ( $X$ ,  $Y$ ) which is assumed to be linearly related. Tabulated data is applied to the research approach used in accordance with the research objectives.

The analysis used consists of two types, namely: (1) descriptive analysis, especially for qualitative variables and (2) quantitative analysis, in the form of hypothesis testing using statistical tests. Quantitative analysis is emphasized to reveal the behavior of research variables, while descriptive/qualitative analysis is used to explore the behavior of causal factors. The analytical method used is cross-sectional analysis. By using a combination of these analytical methods, comprehensive generalizations can be obtained

### **Leadership in the Kiaracandong District Environment, Bandung City**

Leadership is the activity or art of influencing other people to cooperate based on the person's ability to guide other people in achieving the goals desired by the group. (Tead, Terry & Hoyt, 2003: 22). Leadership is the result of one-way influence, because leaders may have certain qualities that differentiate themselves from their followers. (Moejiono, 2002: 31). Leadership is a process of social influence in which managers seek voluntary participation from subordinates in efforts to achieve organizational goals. (A. Dale Timple, 2000: 58). Leadership is an activity to influence the behavior of other people, or the art of influencing people, both individuals and groups. (Miftah Thoha, 2010: 9).

It should also be stated that the highest and lowest scores for the Leadership variable indicators are the highest score of  $5 \times 30 = 150$ , while the lowest score is  $1 \times 30 = 30$  for each indicator. This score is used to find the weight of each indicator of the Leadership variable with a range of scores.

It can be seen that the weight regarding the leader's respect for the rights and obligations of employees as staff is very high with a score of 132, this shows that employees feel that the leadership respects and respects the rights and obligations of employees as staff. This can be seen from the 15 respondents who chose the answer agree.

### **Work Motivation in the Kiaracandong District Environment, Bandung City**

According to Mathis (2003:115) motivation is a desire within a person that causes that person to take action. Meanwhile, Rivai (2004:59) believes that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Motivation is the willingness to make a high level of effort to achieve organizational goals which is conditioned by the ability of the effort to satisfy the needs of a number of individuals (Robbins and Mary, 2005: 156).

Motivation is a psychological factor that shows an individual's interest in work, a sense of satisfaction and responsibility for the activities or work carried out (Masrukhin and Waridin, 2004:26). Meanwhile, Hasibuan (2006:11) believes that motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and are enthusiastic about achieving optimal results. Motivation is something that makes you act or behave in certain ways (Armstrong, 2000:54)

It should also be stated that the highest and lowest scores for the competency variable indicators are the highest score of  $5 \times 30 = 150$ , while the lowest score is  $1 \times 30 = 30$  for each indicator. This score is used to find the weight of each indicator of the employee competency variable with a range score 40. For more details about these indicators. weighting the score of the work motivation variable above, it turns out that the work motivation of employees in the Kiaracandong District Environment, Bandung City is already classified as good, in the sense that the work motivation of employees in the Kiaracandong District Environment Office, Bandung City still needs to be improved and improved in the future, because work motivation is one of the influencing factors. on employee performance in the Kiaracandong District Environment, Bandung City. Employee Performance in the Kiaracandong District, Bandung City. The organization in carrying out its role will rely on activities to achieve predetermined goals. Achieving this goal is carried out through cooperation between members of the organization. Organizational goals will be realized optimally if they are

supported by the availability of good quality human resources. If the quality of human resources is good, they will also produce good performance and such conditions will have an impact on the resulting productivity.

The term performance comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). Mangkunegara (2005:67) believes that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Kusriyanto in (Mangkunagara, 2005:79) defines performance as a comparison of the results achieved with the participation of the workforce per unit of time.

Employee performance is the ability given and demonstrated by employees when carrying out their duties, in other words, employee performance can be said to be the work appearance shown by employees in their workplace, and employee performance can also be said to be the ability demonstrated by an employee in carrying out their duties and activities. his responsibility.

It should also be stated that the highest and lowest scores for the performance variable indicators are the highest score of  $5 \times 30 = 150$ , while the lowest score is  $1 \times 30 = 30$  for each indicator. This score is used to find the weight of each indicator of the performance variable with a range of scores. 40. Based on the weighted scores above, it turns out that the Kiaracandong District Environment in Bandung City has high employee performance and some employees even have very high performance. This creates good things for the organization because the performance of employees in the Kiaracandong District, Bandung City, increases.

### The Influence of Leadership and Work Motivation on Employee Performance in the Kiaracandong District, Bandung City

To reveal the influence of a variable or set of variables on other variables, Path Analysis can be used. In this path analysis, the magnitude of the influence of one variable on other variables, both directly and indirectly, can be known. Before making a decision regarding the magnitude of the influence of a variable on other variables, hypothesis testing is first carried out, either as a whole or individually.

To find out whether the independent variable, namely the influence of leadership and work motivation on employee performance in the Kiaracandong District, Bandung City, was carried out using path analysis and the software used was SPSS release 12. The steps taken were to calculate the correlation between variables, so that obtained as in the table below.

**Table 1. Correlation Matrix Between Correlations Variables**

		Performance Work	Leadership	Motivational
Pearson Correlation	Performance	1.000	.691	.589
	Work	.691	1.000	.359
	Leadership	.589	.359	1.000
	Motivational	.	.000	.000
Sig. (1-tailed)	Performance	.	.000	.005
	Work	.000	.005	.
	Leadership	.30	.30	.30
	Motivational	.30	.30	.30
N	Leadership	30	30	30
	Motivational	30	30	30

Source: SPSS Output Results

**Table 2. Direct and Indirect Effects of Work Motivation on Performance**

Path Analysis Interpretation		Influence	%
Information			
X2	Direct influence to Y	0.100561	10.0561
	Indirect influence via X1 to Y	0.054455	5.445527
Amount		0.155016	15.5016

Source: SPSS Program Statistical Processing Results

From the table above, it can be seen that the direct contribution of work motivation to performance is 10.0561% with a tcount coefficient of 1.712, while for the ttable value at the significance level  $\alpha (0.05) = 1.67$ , because the tcount > ttable value, and indirectly through variables leadership of 5.445527%. While the contribution of work motivation to overall performance reached 15.5016%, it can be concluded that work motivation has a significant direct effect on performance. This empirical evidence provides an indication that in an effort to improve performance, it is necessary to improve work motivation factors, because work motivation factors are closely related to improving performance. The path coefficient shows a positive and significant value, meaning that the better the work motivation carried out will result in increased employee performance in the Kiaracandong District Environment, Bandung City.

### CONCLUSION

Based on the results of research that has been carried out to determine the influence of leadership and work motivation on employee performance in the Kiaracandong District, Bandung City, the following conclusions can be drawn:

1. The leadership that occurs in the Kiaracandong District Environment, Bandung City is not in accordance with the needs of the organization, in the sense that leadership is one of the factors that has a big influence on the continuity of the organization, however there are several elements/indicators that are considered less comfortable, so that respondents choose more doubtful answers -hesitant.
2. Employee work motivation in the Kiaracandong District, Bandung City is generally considered to be in accordance with organizational conditions. Several indicators of work motivation such as getting adequate needs, feeling safe in doing work, having good relationships with other employees, frequently and always wanting to receive appreciation for the work done have quite high values. However, the indicator of always carrying out challenging tasks tends to get low scores.
3. The performance of employees in the Kiaracandong District, Bandung City is classified as high and even some employees have high satisfaction, from several existing indicators, overall show good and high scores.
4. Leadership and Work Motivation simultaneously influence employee performance in the Kiaracandong District, Bandung City. However, partially dominant leadership influences performance rather than work motivation. And partially, the influence of leadership and work motivation on employee performance is as follows: Leadership influences performance, so that if leadership occurs appropriately, performance will also increase and work motivation influences performance, so that if employee work motivation is in accordance with their competence., then performance will increase too.

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