The Role of Work Motivation in Mediation of Leadership Style on Employee Performance (a Literaruter Study Human Resource Management)

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Abstract: Previous research or relevant research is very crucial in research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or the influence between variables. This article reviews the role of motivation in mediating leadership style on employee performance, A Human Resource Management Literature Study. The results of this research library are that: 1) leadership style affects employee motivation; 2) leadership style affects employee performance; 3) work motivation affects employee performance, and 4) leadership style through work motivation affects employee performance.

Keywords: Work Motivation, Leadership Style, and Performance.

INTRODUCTION

Motivation is a psychological drive that directs a person towards a goal. Motivation creates situations within the individual to appear, direct, and maintain behavior, according to Kartono (2012) motivation becomes a driving force for someone to want to do something. The importance of work motivation for employees in doing their work is that employees can express ideas and work not at the lower limit so their work becomes impressive and they easy to gain trust. On the other hand, someone who does not have a high work motivation tends to do the tasks only to cancel the obligations, there is no creativity and enthusiasm to make something special and achieve maximum results.

Motivation concerns human behavior and it is a vital element in management. It can be defined as getting someone to get a job done with passion because that person wants to do it. The job of the manager or leader is to create working conditions that will arouse and maintain the willingness of the employees to be more vibrant. Self-motivation comes from a strong desire to achieve a certain goal. No matter what difficulties must be overcome (Terry, G.R., and Rue, L.W., 2010).

In line with the opinion of Hersey and Blanchard in Sedarmayanti (2011) which stated that motivation tends to decrease in strength when it is fulfilled or when its fulfillment is hampered. Hersey and Blanchard's opinion states that if motivation is not given to subordinates, their performance results will decrease, and if motivation is given, then their performance results are better or more powerful.

Seeing the magnitude of the role of motivation in performance management, in this article the author will discuss the role of work motivation in mediating leadership style on employee performance, with the formulation of the problems compiled: 1) Does leadership style affect employee work motivation?; 2) Does leadership style affect employee performance?; 3) Does work motivation affect employee performance? And 4) Does work motivation have a role in mediating leadership style on employee performance?

LITERATURE REVIEW
Motivation

In performing a certain action everyone must be driven by a certain motive. Motivation usually arises because of needs that have not been fulfilled, or because of the desired expectations. Work motivation is a complex combination of psychological forces within each person (Wibowo, 2014). Each individual has their motivation which may be different. The following are some definitions of motivation according to experts.

(Luthans, 2006) suggested that motivation is a process that begins with a physiological or psychological deficiency that drives behavior or motive that are shown for goals or incentives. Thus, the key to understanding the motivational process hinges on understanding the relationship between needs, drives, and incentives. Then Sutrisno (2012) also explained that motivation is something that brings enthusiasm or encouragement to work. Motivation is the provision of a driving force that creates enthusiasm for someone's work so that they are willing to work together, work effectively, and be integrated with all of their efforts to achieve satisfaction.

In addition, Robbins & Judge (2013) defined motivation as a process that explains the strength, direction, and persistence of a person to achieve goals. Since motivation in general is related to efforts towards each goal, we will narrow the focus to organizational goals on work-related behavior. Then Rivai dan Sagala (2011) also define motivation as a set of attitudes and values that influence individuals to achieve specific things that they want. These attitudes and values are invisible which provide the power to encourage individuals to behave in achieving goals.

According to Maslow in Triatna (2015), a person's needs range from the lowest needs to the highest needs. Maslow proposed five hierarchies for humans; basic needs, security, social, esteem, and self-actualization. This hierarchy of needs can be seen in the following picture.
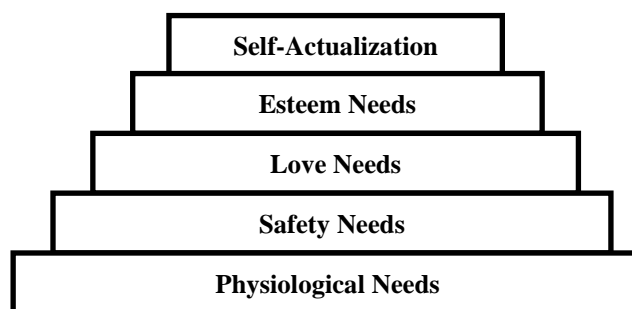
Picture 1. The hierarchy of needs according to Maslow

Each of these hierarchies consists of the following: 1) Physiological needs are the need to eat, drink, physical protection, breath, and sexual. This need is the lowest level need or

also known as the primary need; 2) Safety need, this is the need for protection from threats, dangers, conflicts, and the environment, not only in the physical sense but also mentally, psychologically, and intellectually; 3) Love needs, including affection, belonging, good acceptance and friendship; 4) Esteem needs, including internal respect factors: self-esteem, autonomy and achievement; and 5) Self-actualization, this is the need to use abilities, skills, potential, the need to state an opinion, by expressing ideas, giving an assessment and criticism of something.

In another motivation study, David McCelland in Mangkunegara (2017) stated that there are three kinds of human needs; 1) Need for achievement, which is the need for achievement, this is the drive for responsibility to solve a problem. An employee who requires high achievement tends to take risks. The need for achievement is the need to do a job better than before, always wanting to achieve higher achievements; 2) Need for affiliation, this is the need for affiliation which is an urge to interact with other people, be with other people, and do not want to do something that harms others; and 3) Need for power, this is the need for power which is the drive to achieve authority to influence others.

Leadership Style

In society, in formal and non-formal organizations, there is always someone who is considered superior to others. Someone who has more abilities and is appointed as an entrusted person to manage other people is called a leader or manager. Leadership is a very important issue in management and organization. Some even say that leadership is the heart or essence of management and organization.

According to Thoha (2012) leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. In this case, the effort to harmonize perceptions between people who will influence with people who will be influenced becomes very important.

In addition, Somad & Priansa (2014) explained that the leadership style is the attitude, gesture, or appearance chosen by the leader in performing their leadership duties. The style used by a leader is different from one another, depending on the situation and conditions of their leadership. Leadership style is a behavioral norm that is used by a person when that person tries to influence consistent behavior and tries to influence the activities of others.

A leader is not only someone who can lead but also evolve. These are the abilities and qualities possessed by a leader himself. Furthermore, Kartono (2003) explained that an ideal leader is a person who is knowledgeable, fair, honest, optimistic, persistent, tenacious, wise, and able to motivate themselves, and has good relations with subordinates where all of this is obtained from the development of his personality so that a leader has its value to carry out the duties and obligations as a leader.

According to Stoner & Freeman (2016), it is stated that leadership styles are the various patterns of behavior that are preferred by leaders in the process of directing and influencing workers. It is further explained that what is done by superiors affects the influence and vice versa. There are five types of leadership styles; 1) participatory style; 2) Nanny style; 3) Authoritarian style; 4) Bureaucratic style, and 5) Task-oriented style.

According to Davis (2012), the main characteristics that a leader must have are 1) Intelligence; 2) Maturity; 3) Self-motivation and achievement drive; and 4) Attitudes toward human relations. Meanwhile, according to Pasolong in Ariani (2015) the leadership style of a leader can be measured through 1) Decisions are made together; 2) Appreciating the potential of each subordinate; 3) Listening to criticism, suggestions/opinions from subordinates; and 4) Cooperating with their subordinates.

Performance

The success of an organization is influenced by the job performance of human resources; therefore every organization will try to improve their employee performance in achieving organizational goals that have been set. Performance is a function of the motivation and ability to complete a task or job, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees under their role in the organization. Employee performance is a crucial thing in the organization's efforts to achieve goals (Rivai dan Sagala, 2011).

According to Hasibuan (2016) performance is a result of work achieved by a person in doing the tasks assigned to him based on skills, experience, sincerity, and time. Besides that (Gomes, 2003) defined performance as the result of work produced by employees or real behavior that is performed based on their role in the organization.

Etymologically, performance comes from the word performance. As stated by (Mangkunegara, 2017) the term performance comes from job performance or actual performance (work achievement or actual achievement achieved by a person) is the result of work in quality and quantity that has been achieved by an employee in doing their duties based on their responsibilities, which was given to them. Furthermore (Mangkunegara, 2017) stated that in general, performance is divided into two; individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance.

Several theories explained the factors that influence a person's performance either as an individual or as an individual who works in an environment. Each person has some characteristics both physically and non-physically. And for people who work in the environment, their existence and behavior cannot be separated from the environment where they live and work.

According to Sedarmayanti (2017), the factors that affect performance are: 1) Attitude and mentality (work motivation, work discipline, and work ethic); 2) Education; 3) Skills; 4) Leadership management; 5) Income level; 6) Salary and health; 7) Social security; 8) work climate; 9) Facilities and infrastructure; 10) Technology; and 11) Achievement opportunities. According to Mathis & Jackson (2019) the discussion of employee performance problems, cannot be separated from various accompanying factors such as 1) Ability factors; and 2) motivational factors.

According to Rivai dan Sagala (2011), the aspects that are assessed to measure a person's performance based on the results of a study by Lazer and Wikstrom (1997) are classified as follows: 1) Technical ability; 2) Conceptual ability; and interpersonal relationship skills.

Table 1: Previous Research

No	Name and Year of Research	Title	Research result
1	Widodo, T, Alamsyah, N and Utomo C.B (2018) Analysis of the influence of leadership style, work discipline, and job training on employee performance at PT. Telkom Indonesia Batam Branch.	The results of the analysis show that leadership style, work discipline, and job training partially or simultaneously have a significant influence on employee performance.	Both examine leadership style on performance.

2	Mardiana (2014) The Effect of Democratic Leadership Style on Employee Performance at the Regional Secretariat Office of Samarinda City.	The results of research that have been conducted, it shows that democratic leadership style and employee performance have a positive and moderate influence.	Both examine leadership style on employee performance.
3	Susanti Y (2015) The effect of democratic leadership style on employee performance at the Sungai Pinang sub-district office, Samarinda city.	The results of this study indicate that there is a positive and significant influence between democratic leadership style and employee performance	Both examine leadership style on employee performance.
4	Theodora, O (2015) The effect of motivation and work discipline on employee performance of PT. Sejahtera Motor Gemilang.	The results of this study have a significant effect on employee performance.	Both study about work motivation on employee performance.
5	Ayer, Pemeanan, and Rori (2015) The effect of motivation and work discipline on employee performance at the Agriculture Service of Supiori Regency	The results of this study indicate that work motivation and work discipline have a positive and significant effect on employee performance either partially or simultaneously. Where work discipline is a variable that has a more dominant influence.	Both study about work motivation on employee performance.
6	Widodo, D.S., Silitonga, P.E.S., and Ali, H (2017) Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning (Studies on the Government of DKI Jakarta).	The results of this study are Transformational Leadership Style and Organizational Learning has a positive and significant effect on Organizational Performance. There are other factors affect organizational performance besides the two variables; Transformational Leadership Style and Organizational Learning.	Both examine leadership style on performance.
7	Aima, H., Adam, R., & Ali, H (2017) Model of Employee Performance: Competence Analysis and Motivation (Study Case at PT. Bank Bukopin, Tbk Center)	The results show that competence and work motivation simultaneously and partially have a significant positive effect on performance. Where there is a correlation between the highest dimension of the Skill dimension on the competency variable and the work productivity dimension on the performance variable. The skills of employees to do the assigned tasks to increase their productivity according to the plans and applicable rules	Both examine competence and work motivation on performance.
8	Rahul, C., Ali, H., & Munawar, N.A (2019) Building Performance Service Through Transformational Leadership Analysis, Work Stress And Work Motivation (Empirical Case Study In Stationery Distributor Companies).	The results of this study conclude that there is an influence of transformational leadership on work motivation and employee performance of PT. Meritindo Sejahtera Jakarta. Meanwhile, work stress only affects performance, but does not affect work motivation. And motivation has a significant influence on work motivation.	Both study leadership style on performance through work motivation.
9	Riyanto, S., Sutrisno, A., & Ali, H (2017) The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange.	The results show that there is a simultaneous and partial effect of work motivation and work environment on employee performance.	Both examine work motivation on performance.

| 10 | Bastari, A., Hamidah, & Ali, H (2020) Determinant service performance through motivation analysis and transformational leadership (Study case: At the regional development bank in South Kalimantan) | The results of this study conclude that transformational leadership has an effect on bank service performance, both directly and indirectly on employee work motivation, as well as motivation having a direct influence on the service performance of the South Kalimantan Regional Development Bank. | Both study leadership style on performance through work motivation. |

RESEARCH METHODS

This type of research is library research, which is a series of studies related to library data collection methods, or research in which the objects are explored through various library information (books, encyclopedias, scientific journals, newspapers, magazines, and documents) (Arikunto, 2014). Literature review or literature research is research that examines or critically reviews knowledge, ideas, or findings which are contained in the body of academic-oriented literature, and also formulates the theoretical and methodological contributions to certain topics. (Hapzi Ali. Nandan Limakrisna, 2013). The focus of library research is to find various theories, laws, propositions, principles, or ideas that are used to analyze and solve formulated research questions. The nature of this research is descriptive analysis, this is a regular breakdown of the data that has been obtained, which is then explained so that it can be understood well by the reader.

FINDINGS AND DISCUSSION

This article analyzes and discusses the variables of Human Resource Management (HR), such as work motivation, leadership style, and performance. Where leadership style affects employee performance through work motivation either directly or indirectly, previous research and articles relevant to this article are:

Leadership Style on Work Motivation

In an organization, subordinates always work depending on the leader. If the leader cannot lead, then complex tasks cannot be done properly. Leadership is defined as the ability to exert influence and motivate individuals to achieve organizational goals (Gibson et.al 2010). The ability to influence others will determine the method used by the employees to achieve work results. This is based on the argument that a leader has the authority to plan, direct, coordinate, and supervise employee behavior. Organizational leaders can affect behavior by creating organizational systems and processes that suit individual needs, group needs, and organizational needs.

Leadership is the process of influencing to determine the company goals, therefore the leader must be able to motivate employee behavior to achieve goals and improve the group and its culture. Because success in leadership style is to motivate others in achieving the goals set by the company. Therefore, to maintain the continuity of the company's operations in achieving its goals, the leader must be able to increase the work motivation of their employees and support them in doing their duties properly.

This was also conveyed by Thoha (2012) who suggested that leadership style and work motivation have a very close relationship, where leadership style affects work motivation. The leadership style of a leader can affect the work motivation of their subordinates, therefore the leadership style is crucial in an organization.

In addition, this opinion is also in line with research conducted by (Chauhan et al., 2019) and (Bastari et al., 2020) which suggested that leadership style has a positive and significant effect on work motivation. This result shows that if the existing leadership in an organization can recognize and respect its employees at work, and give equal rights to every

employee, then the leader is also able to provide equal opportunities to employees without discriminating, and the leader can also grow funds to develop togetherness of its employees, giving equal treatment to every employee and the leader can also carry out his obligations as a leader properly and responsibly, then this will encourage employees to excel at work, expand their relationships and will encourage employees to master their work well.

The work motivation of a worker depends on the leadership style of the leader to influence employees to work as the company expects. According to (Hasibuan, 2011), The leadership style applied by a leader or a manager in an organization can create harmonious integrity and encourage employee enthusiasm to achieve maximum goals.

Leadership Style on Performance

Leadership style is a way that is owned by a person in influencing a group of people or subordinates to work together with enthusiasm, motivation, and confidence to achieve the goals that have been set. This means that the quality of leadership in an organization has a dominant role in performing activities, especially the performance of its employees (Siagian, 2012).

Leadership style has an important role to improve employee performance, this means that employee performance in an organization also depends on the leadership style. Leadership style is a behavioral norm used by a person to influence the behavior of others or subordinates (Thoha, 2015).

In addition, several previous studies have also suggested that leadership style has an influence on employee performance, including research that has been conducted by (Tri Widodo et al., 2018); (Mardiana, 2014); (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017); (Chauhan et al., 2019); and (Bastari et al., 2020) which suggested that leaders in an organization should recognize and respect their employees at work, give equal rights to every employee, then leaders are also able to provide equal opportunities to employees without discriminating, Leaders can also grow funds to develop the togetherness of their employees, provide equal treatment to every employee and leaders can also carry out their obligations as a leader properly and responsibly, then this will improve employee performance both in quantity, quality, use of time, cooperation and employee attendance.

According to Bass in Rego, E.B.D., Supartha, W.G., dan Yasa, N.N.K (2017) there are five leadership contributions to employees for achieving their optimal performance; (1) leaders classify what is expected from their employees, specifically, the goals and objectives of their performance, (2) the leader explains how to meet these expectations, (3) the leader sets out criteria for evaluating performance effectively, (4) the leader provides feedback when employees have achieved the goals, and (5) the leader allocates rewards based on the results they have achieved.

Seeing the important role of leaders in an organization, a leader should be able to understand the behavior of individuals in the organization to find the right leadership style for the organization. Because the right leadership style will direct employees to work optimally in achieving organizational goals.

Work Motivation with Performance

Motivation is an encouragement to a series of processes of human behavior in achieving goals. According to Greenberg and Baron in Wibowo (2017) motivation is a series of processes that arouse, direct, and maintain human behavior toward goals. Arouse means the drive or energy behind the action. Motivation is also concerned with the choices people make and the direction of their behavior. And also maintain how long people will continue to strive to achieve goals.

Work motivation is formed from individual attitudes in dealing with work situations in the organization. Motivation is a condition or energy that moves individuals who are directed to achieve organizational goals. A professional and positive mental attitude toward teamwork situations strengthens work motivation to achieve maximum performance (Mangkunegara, 2014). In addition, several studies conducted (Yuliana, 2017); (Basori et al., 2017); (Theodora, 2015); (Chauhan et al., 2019); (Bastari et al., 2020); (Riyanto et al., 2017) and (Ayer et al., 2015) revealed that work motivation will also influence and improve employee performance. This means that if employees have high work motivation in performing their duties, both in the form of encouragement for achievement, encouragement to expand relationships, and encouragement to master something, then this will also be followed by increasing employee performance both in quantity, quality, use of time, cooperation and better employee attendance.

In addition (Triatna, 2015) suggested that motivation and performance have a close relationship, where both are related to each other. However, it should be noted that various studies on the relationship between the two show that good motivation will create a good performance. however, the relationship is not causal because the factors that form the performance are not only motivation but there are other factors.

Motivation is a factor that affects the enthusiasm of work to participate actively in the work process. The most famous theory of motivation is the hierarchy of needs expressed by Maslow. Where the hypothesis says that in all humans reside five levels of needs (Maslow in (Robbins & Judge, 2013), the indicators are physiology; security; social; appreciation, and self-actualization.

Motivation can be interpreted as a driving factor that comes from within humans, which will affect the way a person acts. Thus, work motivation will affect the performance of workers. (M. S. P. Hasibuan, 2011) stated that motivation is a driving force that creates enthusiasm to work together effectively and integrate with all efforts to achieve goals.

Maslow says that motivation is a mental condition that encourages a person to achieve maximum performance. Motivation is a factor that affects the enthusiasm of employees to participate actively in the work process so that they will provide optimal work results (Anwar Prabu, 2017).

Leadership Style on Performance Mediated by Work Motivation

In an organization, the leadership factor plays an important role because the leader is the one who will motivate and direct the organization to achieve goals. A leader does not lead inanimate objects, but humans who have feelings and minds. Leaders must be able to manage employees with various types and characteristics, it shows that leadership is not an easy thing. The willingness of a leader is a medium to achieve goals. This means that fulfilling the employee needs depends on the skills and abilities of the leaders in managing and implementing their leadership patterns according to the situation and conditions of the organization (Sutrisno, 2012).

The right leadership style will develop a conducive work environment, and also increase motivation which has an impact on employee performance as expected by the organization. On the other hand, an inappropriate leadership style will have an impact on the lack of employee motivation to work optimally, even worse, employees will lose their morale in doing their work routines.

A leader must be able to motivate subordinates at work because motivation will provide a driving force that creates enthusiasm to work together effectively and be integrated with all their efforts to achieve goals (M. S. P. Hasibuan, 2011). Maslow said that motivation is a mental condition that encourages a person to achieve maximum performance. Motivation is a

factor that affects the employee's enthusiasm to participate actively in the work process so that they will provide more optimal work results (Anwar Prabu, 2017).

In addition, motivation is also one of the factors that supports work effectiveness, because motivation is an internal state of a person who activates and directs behavior to certain targets. Giving motivation to employees can be done by providing a driving force that creates work enthusiasm so that they want to work together effectively and integrate with all efforts to achieve goals. (Steers, 2008).

Employee work motivation in an organization can be considered a simple yet complex problem because basically, humans are easy to be motivated by giving what they want. For this reason, the organization should be able to pay attention to the work motivation of its employees in performing their daily work activities.

Framework of thinking

Based on the formulation of the problem, theoretical studies, relevant previous research, and discussion of the influence between variables, the framework of thinking in this article is as follows.
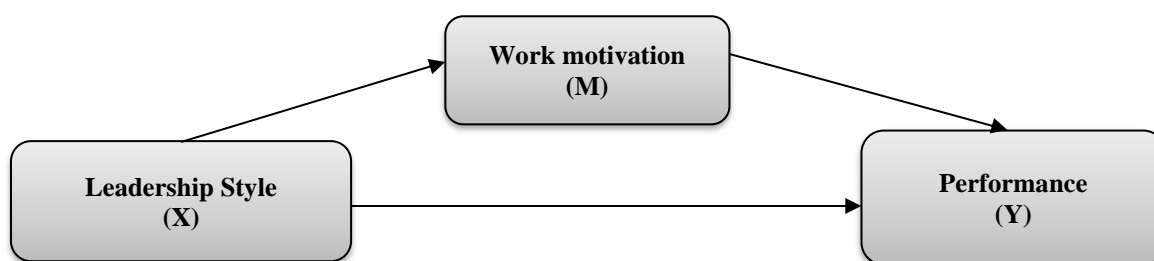
Picture 1: The Framework

Based on the description of the conceptual framework above, we can see that: Leadership style (X) affects performance (Y) either directly or indirectly through work motivation (M). In addition to the two exogenous variables that affect performance (Y), many other variables influence it, including:
1) Work environment: (Purba et al., 2017); (Sardjijo & Ali, 2017); (Nguyen et al., 2020)
2) Individual characteristics: (Wydyanto & Yandi, 2020);
3) Competence: (Reza Putra & Gupron, 2020); (Ridwan et al., 2020);
4) Compensation: (Wydyanto & Yandi, 2020); (Reza Putra & Gupron, 2020); (Purba et al., 2017)
5) Job satisfaction: (Yandi & Bimaruci Hazrati Havidz, 2022); (Wydyanto & Yandi, 2020); (Birtch et al., 2016)
6) Work involvement: (Yandi & Bimaruci Hazrati Havidz, 2022); (Trofimov et al., 2017)
7) Perception of organizational support: (Ridwan et al., 2020)**,** (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016),
8) Communication: (C.C. Widayati et al., 2020)**,** (Christina Catur Widayati et al., 2020)**,** (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016); and (Gupron, 2019)

CONCLUSION AND RECOMMENDATION

Based on the formulation of the article, the results, and discussion that are reviewed and discussed in this article, several hypotheses have been concluded for further research; a) There is an influence of leadership style on work motivation; b) There is an influence of leadership style on performance; c) There is an influence of work motivation on performance, and d) There is an influence of leadership style through work motivation on performance.

Based on the conclusions above, the suggestion in this article is that many other factors affect a person's performance at all types and levels of the organization, therefore further studies are needed to complete what other factors might affect employee performance.

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