



## ***THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE MEDIATED BY MOTIVATION AT ASTRA ISUZU MAKASSAR BRANCH***

**Claudia Darlen Manoppo<sup>1\*</sup>, Mahlia Muis<sup>2</sup>, Fauziah Umar<sup>3</sup>**

<sup>1</sup>Master of Management, Faculty of Economics and Business, Hasanuddin University;  
[claudiadarlen11@gmail.com](mailto:claudiadarlen11@gmail.com).

<sup>2</sup>Faculty of Economics and Business, Hasanuddin University: mahliamuis@yahoo.com

<sup>3</sup>Faculty of Economics and Business, Hasanuddin University: umar.fauziah@yahoo.com

### **Abstrak**

#### **Article History**

Received: 01 Maret  
2023

Revised: 11 Maret  
2023

Accepted: 22 Maret  
2023

#### **Keywords:**

*leadership style,  
motivation,  
employee  
performance*

This study is based on the fluctuation of company performance from 2018 to 2023. During the last six years, Astra Isuzu Makassar Branch has only achieved sales targets in 2021 and 2022. The leadership style at Astra Isuzu Makassar Branch is considered not yet strongly felt by employees because the leadership changes tend to be rapid, starting in 2018, there have been three changes of leaders. In 2019, when the leadership changed, there was turmoil within the branch so there was demotivation, which had an impact on the decline in branch performance. The purpose of this study was to determine (1) the influence of leadership style on employee performance, (2) leadership style on motivation, (3) motivation on employee performance, and (4) whether motivation can mediate leadership style on employee performance. This type of research is quantitative with a causal associative approach. The sample consisted of 42 respondents with simple random sampling. Data collection was carried out using the questionnaire method and the data was analyzed using SEM-PLS. The results of the study show that (1) leadership style has a positive and significant influence on employee performance, (2) leadership style has a positive and significant influence on motivation, (3) motivation has a positive and significant influence on employee performance, and (4) a mediation analysis shows that motivation can mediate leadership style on performance.

## **A. INTRODUCTION**

Employee performance is one of the main elements that determine the success of an organization, especially in achieving business goals and surviving amid dynamic competition. Optimal performance helps organizations meet targets, maintain customer satisfaction, and achieve sustainable growth. Astra Isuzu Makassar Branch, as part of PT.

Astra International Tbk, is a company which engaged in the distribution of commercial vehicles with a coverage area of South and West Sulawesi. Over the past six years, the performance of this branch has shown quite significant fluctuations, especially in terms of sales and net profit before tax . This indicates that there are internal factors that have a major influence, one of which is leadership style and employee motivation.

Performance changes at Astra Isuzu Makassar Branch show quite an interesting pattern. In the period 2018 to 2020, there was a decline in sales and net profit before tax, followed by an increase in 2021 and 2022, then declining again in 2023. This fluctuation reflects the challenges faced by the company in maintaining performance stability. The results of Astra Isuzu Makassar's work over the past six years can be seen in Table 1.

**Table 1:** Sales Data and Net Profit Before Tax of Astra Isuzu Makassar Branch.

| Description                         |                | 2018          |               | 2019          |              | 2020         |              | 2021         |               | 2022          |               | 2023          |              |
|-------------------------------------|----------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|--------------|
|                                     |                | Budget        | Action        | Budget        | Action       | Budget       | Action       | Budget       | Action        | Budget        | Action        | Budget        | Action       |
| <b>Sales Performance</b>            |                |               |               |               |              |              |              |              |               |               |               |               |              |
| <b>Total Sales</b>                  | <b>Unit</b>    | <b>874</b>    | <b>536</b>    | <b>632</b>    | <b>482</b>   | <b>508</b>   | <b>318</b>   | <b>345</b>   | <b>578</b>    | <b>637</b>    | <b>676</b>    | <b>967</b>    | <b>517</b>   |
| <b>Revenue Total</b>                | <b>IDR Mio</b> | 256.934       | 166.472       | 212.411       | 147.839      | 167.146      | 103.935      | 116.035      | 168.796       | 206.432       | 225.958       | 333.947       | 219.028      |
| Unit Revenue                        | IDR Mio        | 224.542       | 134.320       | 176.815       | 114.915      | 128.657      | 73.660       | 84.398       | 135.511       | 170.787       | 188.810       | 292.765       | 179.461      |
| Spare Part Revenue                  | IDR Mio        | 17.261        | 17.483        | 20.000        | 18.209       | 21.000       | 17.470       | 17.500       | 21.142        | 21.772        | 26.022        | 28.533        | 28.590       |
| Service Revenue                     | IDR Mio        | 15.131        | 14.669        | 15.596        | 14.715       | 17.489       | 12.805       | 14.137       | 12.143        | 13.873        | 11.126        | 12.649        | 10.977       |
| <b>Net Profit Before Tax (NPBT)</b> | <b>IDR Mio</b> | <b>11.883</b> | <b>10.435</b> | <b>11.054</b> | <b>8.492</b> | <b>7.554</b> | <b>5.792</b> | <b>5.355</b> | <b>10.210</b> | <b>10.974</b> | <b>12.981</b> | <b>18.039</b> | <b>9.042</b> |

Source: Astra Isuzu Makassar Branch, 2024.

Based on the sales and net profit before tax data in the table above, it can be seen how Astra Isuzu Makassar Branch has performed over the past six years. This table shows how sales fluctuate from year to year. Units sold and profits generated from 2018 to 2020 continued to decline, then there was an increase in 2021 and 2022 but decreased again in 2023. Meanwhile, the targets given by the company continued to increase from 2021 because the market was considered to be recovering after the COVID-19 pandemic. The lowest sales realization in units and net profit before tax was recorded in 2020 and the highest in 2022. In the past six years, Astra Isuzu Makassar Branch also achieved sales and profit targets only in 2021 and 2022.

Leadership style is one of the factors that directly affect employee performance. From 2018 to 2023, there were three changes in leadership at Astra Isuzu Makassar Branch. Each leader certainly applies a different approach to manage the team. This change in leadership creates instability that impacts employee productivity and engagement. For example, in 2019, an authoritarian leadership style caused dissatisfaction among employees, which resulted in decreased performance. However, the change in leadership in 2021 brought a more inclusive and supportive leadership approach, followed by increased sales and profits that year.

Theoretically, a flexible and adaptive leadership approach is considered important in creating a conducive work environment. Inclusive leadership can increase employee motivation, participation, and commitment, thus having a positive impact on productivity and job satisfaction. Previous research shows that effective leadership is not only affects productivity, but also able to increase employee satisfaction and create an environment that supports the company to achieve its targets.

Employee motivation also plays a crucial role in achieving optimal performance. Motivation includes internal and external factors that drive employees to achieve work

goals. In 2019, several employees at Astra Isuzu Makassar Branch experienced demotivation due to internal conflict, which resulted in decreased productivity and even caused some employees to choose to leave the company. High levels of motivation have been shown to increase employee productivity, quality, and initiative in achieving organizational goals, while demotivation has the potential to reduce work quality and productivity.

Various motivational theories, such as Herzberg's Two Factor Theory and Maslow's Theory of Needs, emphasize the importance of creating a work environment that supports the achievement of basic employee needs, such as security, appreciation, and recognition. The right motivation can increase job satisfaction, which ultimately has an impact on improving overall performance. Thus, leadership and motivational factors need to be considered as important elements in performance improvement strategies.

This study aims to examine the influence of leadership style on employee performance, and how motivation can mediate the relationship. By understanding the interaction between these variables, organizations are expected to be able to design more effective strategies to improve company performance, create a positive work environment, and achieve overall company goals.

## **B. LITERATURE Review**

### **Human Resource Management**

Human resource management according to Dessler (2015:3) is a process of acquiring, training, assessing, and compensating employees, paying attention to work relationships, health, safety, and matters related to justice. According to P. Ricardianto (2018:15), human resource management is a science or way to regulate the relationship and role of the workforce owned by individuals effectively and efficiently and can be used optimally to achieve common goals between the company and employees. According to Kasmir (2018:25), human resource management is a process of managing people through planning, recruitment, selection, training, development, compensation, career, safety, and health, and maintaining industrial relations until termination of employment to achieve company goals and improve stakeholder welfare. According to Hasibuan (2017:10), human resource management is the science and art of regulating the relationship and role of the workforce so that it is effective and efficient in helping to realize the goals of the company, employees, and society. Human resource management is a series of activities for planning, procuring, developing, maintaining, and using human resources to achieve goals both individually and organizationally (Edy Sutrisno, 2016:6).

Based on these definitions, it can be concluded that human resource management has an important role in meeting human resource needs. Human resource management is a field of management that is responsible for planning, organizing, directing, and controlling activities related to human resources in an organization. Human resource management is also a process for finding, managing, paying attention to, and organizing relationships and individual roles, and developing human resources effectively and efficiently to achieve company goals. Good human resource management contributes significantly to individual and organizational performance. By managing human resources effectively, organizations can achieve strategic goals and improve overall performance. Human resource management in this case also includes everything related to employees, from recruitment, development, and performance evaluation, to compensation and benefits management.

### **Performance**

Performance, according to Sutrisno (2016:172), is a work result that can be done by a person or group of people in an organization, by their respective authorities and responsibilities, to achieve an organizational goal, not violate the law and uphold morality and ethics. According to Mangkunegara (2020:67), performance is the result of work in terms of quality and quantity carried out by an employee in carrying out their duties by the responsibilities given. According to Fahmi (2017:188), Performance is the result of a process that refers to and can be measured over a certain period based on previously established provisions or agreements. According to Simamora (2015:339), performance refers to the level of achievement of tasks that form an employee's job, performance reflects how well employees meet the requirements of a job. Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an agency about the vision carried out by a company or company and to know the positive and negative impacts of an operational policy (Kaswan, 2017:278).

Based on these definitions, it can be concluded that performance is the result of work that can be achieved by a person or group of people in an organization based on their respective authorities and responsibilities in achieving organizational goals. Performance is also the result of the interaction of various factors from individuals, groups, or organizations that can be managed to achieve organizational goals. Performance refers to the level of effectiveness of individuals or groups in carrying out tasks and achieving set goals.

## **Leadership Style**

According to Edi Sutrisno (2016:213), leadership style is a process of a person's activities to move others by leading, influencing, and guiding others to do something to achieve the expected performance results. Hasibuan (2017:170) said that leadership style is the way a leader influences the behavior of his subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Zaharuddin (2021:50) said that leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, attitudes, and behavior of members of their subordinate organizations. According to Pawirosumarto in Pranogyo & Hendro (2022), Leadership style is a code of ethics used by someone when trying to hypnotize the attitudes of others, with all leaders having a stimulus pattern that is not synchronized and directs their followers. According to Rakhma, et al. (2022:43), leadership style is a pattern of behavior that is designed in such a way as to influence subordinates to maximize the performance of their subordinates so that organizational performance and goals can be maximized and motivate employees to produce high productivity.

Based on these definitions, it can be concluded that leadership style reflects the way a leader influences, directs, and manages a team or organization. An adaptive leadership style allows leaders to adjust their approach according to the situation and characteristics of the team. This can improve performance because members feel understood and supported. The right leadership style can create a supportive environment and facilitate high performance, while a less effective style can hinder employee motivation and performance.

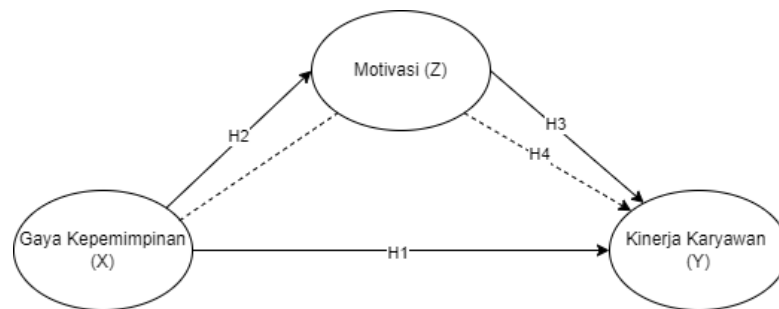
## **Motivation**

According to Robert L. Mathis and H. Jackson (2006:89), motivation is a desire that arises within a person to act. Motivation is also called a driver, desire, supporter, or need that can make a person enthusiastic and motivated to reduce and fulfill their drive to bring

them in an optimal direction. According to Gitosudarmo in Hendrietta (2010:10), motivation is a factor that drives a person to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. According to Hasibuan (2017:95), motivation is the provision of the driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and integrate with all their power and efforts to achieve satisfaction. Understanding motivation is very important so that motivation can affect performance, reactions to compensation, and human resource issues in the company. According to Fahmi, (2017:143) motivation is a behavioral activity that works to fulfill desired needs. Motivation is a mental drive that drives human behavior based on needs. In motivation, there is a desire that activates, moves, channels and directs an individual's attitudes and behaviors (Basrowi, 2014:65).

Based on these definitions, it can be concluded that motivation is an encouragement or reason that is the basis of a person's enthusiasm to do something to achieve a certain goal. Motivation is also an integral part of human behavior that can be studied, understood, and influenced to help achieve goals and improve welfare. Motivation is often associated with each goal, while organizational goals focus on work-related behavior. Motivated employees will contribute to their job performance.

### Conceptual Model



**Figure 1:** Conceptual Framework

Based on the framework of thought above, the hypothesis in this study can be described as follows:

- H1 : Leadership style has a significant influence on Employee Performance.
- H2 : Leadership style has a significant influence on motivation
- H3 : Motivation has a significant influence on Employee Performance
- H4 : Leadership style has a significant influence on employee performance which is mediated by motivation.

## C. RESEARCH METHOD

### Location and Research Design

This research was conducted at Astra Isuzu Makassar Branch located on Jalan Urip Sumoharjo, Makassar. The location of this research was chosen because Astra Isuzu is one of the operating units of PT Astra International Tbk which is engaged in the distribution of Isuzu brand vehicles in Indonesia. PT Isuzu Astra Motor Indonesia is the Sole Agent for Isuzu cars and trucks in Indonesia which is a joint venture between Astra International which is a leading automotive company in Indonesia and Isuzu Motors Ltd which is known as one of the leading manufacturers of commercial vehicles and diesel engines in the world.

The type of research used in this study is quantitative research using a causal associative approach. According to Sugiyono (2022), causal associative research is a type

of research that aims to determine the causal relationship between two or more variables. In this context, research is conducted to prove that changes in the independent variable (cause) will affect the dependent variable (effect).

### Population or Samples

The population in this study were employees working at Astra Isuzu Makassar Branch, totaling 57 people. The sample is part of the population that is taken in part, not all, by being selected (Sekaran & Bougie, 2010). This study uses a simple random sampling technique. This technique was chosen because the populations and samples have certain characteristics. These characteristics are employees at Astra Isuzu Makassar Branch who have worked for at least three years. So the sample that will be taken in this study are employees who have worked for at least three years at Astra Isuzu Makassar Branch, totaling 42 people.

### Data Collection Method

The data collection method used in this study is questionnaire method, namely by distributing questionnaires which will be filled in by respondents, namely employees with a minimum work period of three years at Astra Isuzu Makassar Branch. This questionnaire contains several closed statements where respondents choose answers from the multiple choices provided in the hope that they will provide a good response in filling out the questionnaire (Sugiyono, 2022).

According to Sugiyono (2022) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. So, to determine the measurement of respondents' answers in this study, which used a research instrument in the form of a questionnaire, the author used the Likert scale method (Likert's Summated Ratings).

Sugiyono (2022:39), the operational definition of a variable is a trait or value of a person, object, or activity that has certain variations that can be determined by researchers to be studied and given conclusions. The operational definition and indicators of each variable are as follows:

**Table 2:** Variable Indicators

| Variables             | Variable Definition                                                                                                                                      | Code | Indicator                  | Sources                                                          |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------|------------------------------------------------------------------|
| Leadership Style (X1) | Leadership style refers to the traits, habits, temperament, character, and personality that distinguish a leader in his or her interactions with others. | X1.1 | Decision-making            | Kartono in Lisa Paramita (2017) and Bass, B. and Avolio, B. 2011 |
|                       |                                                                                                                                                          | X1.2 | Confidence                 |                                                                  |
|                       |                                                                                                                                                          | X1.3 | Emotional Control          |                                                                  |
|                       |                                                                                                                                                          | X1.4 | Involvement                |                                                                  |
|                       |                                                                                                                                                          | X1.5 | Inspirational              |                                                                  |
| Motivation (X2)       | Provide proper guidance or direction, resources, and rewards to keep them                                                                                | X2.1 | Desire to gain recognition | Tremblay et al (2009) and Subari and                             |
|                       |                                                                                                                                                          | X2.2 | Desire for recognition     |                                                                  |
|                       |                                                                                                                                                          | X2.3 | Initiative                 |                                                                  |

|                           |                                                                                                                                                |      |                             |                                                              |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------|--------------------------------------------------------------|
|                           | inspired and interested in working in the desired way.                                                                                         | X2.4 | Sense of responsibility     | Hanes Riady (2015)                                           |
|                           |                                                                                                                                                | X2.5 | Willingness to learn        |                                                              |
| Employee Performance (Y1) | The result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. | Y1.1 | Quality of work results     | Widodo (2016), Mahsun (2017) and Bernardin and Russel (2013) |
|                           |                                                                                                                                                | Y1.2 | Accuracy of task completion |                                                              |
|                           |                                                                                                                                                | Y1.3 | Ability to complete work    |                                                              |
|                           |                                                                                                                                                | Y1.4 | Work Commitment             |                                                              |

### Data Analysis Method

The method for testing the research instrument includes validity and reliability tests, as well as data analysis methods using descriptive statistics and data processing using SmartPLS software for Structural Equation Modeling (SEM). SmartPLS is used for SEM data processing, because it can describe latent variables (not directly measurable) and can be measured using indicators (Ghozali, 2016). This study uses the T-test with the bootstrapping method to test the hypothesis, which allows analysis without assuming a normal distribution and does not require a large sample (minimum 30 samples). There are two types of hypothesis testing in this study:

1. Partial Hypothesis Testing: The path coefficient or inner model value is used to determine significance. For a two-tailed hypothesis, the T-statistic must be more than 1.96, and for a one-tailed hypothesis it must be above 1.64, at a significance level of 5% with 80% power. This T-statistic value is obtained from the bootstrapping process (Abdillah and Hartono, 2015:197). The structural model is evaluated using the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficient. Q-Square can measure how well the observation values are produced by the model and also its parameter estimates (Ghozali, 2016). A Q-Square value greater than 0 (zero) indicates that the model has a predictive relevance value. Meanwhile, if the Q-Square value is less than 0 (zero), then the model has less or no predictive relevance (Chin, 1998).
2. Simultaneous Hypothesis Testing: In simultaneous analysis using SmartPLS, the indirect effect is analyzed to see the effect of the mediating variable that connects the independent and dependent variables. If the T-statistic of the mediating variable reaches or exceeds 1.96 then this relationship is considered fully mediated (Abdillah and Hartono, 2015:231).

### D. EMPIRICAL RESULTS

PT Astra International Tbk was established in Jakarta in 1957 as a general trading company under the name Astra International Inc. In 1990, the name was changed to PT Astra International Tbk, in the context of the Company's initial public offering of shares to the public, which was followed by the listing of the Company's shares on the Indonesia Stock Exchange (IDX) using the ticker ASII. Astra's market capitalization value at the end of April 2024 was IDR198 trillion.

Currently, Astra Isuzu is the largest Isuzu dealer in Indonesia, controlling around 55% of total Isuzu sales. In its business activities, Astra Isuzu is associated with PT Isuzu Astra Motor Indonesia (IAMI) as the Sole Agent for Isuzu Brands (ATPM). Astra Isuzu currently has 55 branches spread throughout Indonesia, namely Sumatra, Java, Bali, Kalimantan, and Sulawesi. Astra Isuzu Makassar Branch has a coverage area in South Sulawesi and West Sulawesi which provides Sales, Service, and Spare Parts (3S) services.

## Descriptive Statistics

To find out the percentage level based on gender, age, and length of service from 42 respondents, please see the tables below:

**Table 3:** Respondent Gender Description

| Gender        | Frequency | Percentage(%) |
|---------------|-----------|---------------|
| Man           | 38        | 90.48         |
| Woman         | 4         | 9.52          |
| <b>Amount</b> | <b>42</b> | <b>100</b>    |

Source: Processed data, 2024

**Table 4:** Respondent Age Description

| Age           | Frequency | Percentage(%) |
|---------------|-----------|---------------|
| < 30 years    | 14        | 33            |
| 30 - 45 years | 21        | 50            |
| > 45 years    | 7         | 17            |
| <b>Amount</b> | <b>42</b> | <b>100</b>    |

Source: Processed data, 2024

**Table 5:** Description of Respondent's Length of Work

| Length of Service (Years) | Frequency | Percentage(%) |
|---------------------------|-----------|---------------|
| < 3                       | 4         | 10            |
| 3-4                       | 7         | 17            |
| > 4                       | 31        | 74            |
| <b>Amount</b>             | <b>42</b> | <b>100</b>    |

Source: Processed data, 2024

Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is without intending to make conclusions that apply to the public or generalization (Sugiyono, 2022:226). Descriptive statistics are used to explain or provide an overview of the characteristics of a series of data without drawing general conclusions (Ghozali, 2016). Descriptive analysis is an analysis that provides an overview or description of data seen from the average value (mean), standard deviation, maximum variance, and minimum.

Leadership style variables can be assessed from the good or bad behavior and character of a leader. The description of the respondents' answers about the leadership style variables is presented in the table below:



**Table 6:** Descriptive Statistical Analysis

|           | Mean  | Scale Min. | Scale Max. | Standard Dev. | Mean Total |
|-----------|-------|------------|------------|---------------|------------|
| <b>X1</b> | 4.024 | 1,000      | 5,000      | 0.886         | 3,924      |
| <b>X2</b> | 3.929 | 1,000      | 5,000      | 0.936         |            |
| <b>X3</b> | 3.833 | 1,000      | 5,000      | 1,045         |            |
| <b>X4</b> | 3,738 | 1,000      | 5,000      | 1,070         |            |
| <b>X5</b> | 4,000 | 1,000      | 5,000      | 0.951         |            |
| <b>Y1</b> | 3.952 | 1,000      | 5,000      | 0.950         | 4,000      |
| <b>Y2</b> | 4.048 | 1,000      | 5,000      | 0.975         |            |
| <b>Y3</b> | 4.024 | 1,000      | 5,000      | 0.988         |            |
| <b>Y4</b> | 3.976 | 1,000      | 5,000      | 0.988         |            |
| <b>Z1</b> | 4.262 | 2,000      | 5,000      | 1.001         | 4,019      |
| <b>Z2</b> | 3.905 | 1,000      | 5,000      | 0.946         |            |
| <b>Z3</b> | 3.976 | 1,000      | 5,000      | 1.102         |            |
| <b>Z4</b> | 4,000 | 1,000      | 5,000      | 0.976         |            |
| <b>Z5</b> | 3.952 | 1,000      | 5,000      | 1,045         |            |

Source: SmartPLS 4, 2024

Based on the table above shows that variable X has a total Mean of 3.924, it can be concluded that the leadership style at Astra Isuzu Makassar Branch is considered quite good. Then variable Y has a total Mean of 4.000, so it can be concluded that employee performance at Astra Isuzu Makassar Branch is considered high. As for variable Z, it has a total Mean of 4.019, it can be concluded that employee motivation at Astra Isuzu Makassar Branch is considered high.

### Prerequisite Evaluations

#### Validity Test Results

The following is the data of validity test results through convergent validity test and discriminant using SmartPLS tables below results of Variance on each variable

| Variables                       | AVE   | Test Results |
|---------------------------------|-------|--------------|
| <b>Leadership Style (X)</b>     | 0.722 | Valid        |
| <b>Employee Performance (Y)</b> | 0.705 | Valid        |
| <b>Motivation (Z)</b>           | 0.721 | Valid        |

validity test software. The present the Average Extracted (AVE) in this study.

**Table 7:** AVE value of each variable

Source: SmartPLS 4, 2024

Based on the table above, it is known that the AVE value for each variable is  $> 0.50$ . So it can be concluded that the variables or constructs used in this study are valid.

**Table 8:** Fornell-Larcker Value

|   | X     | Y     | Z     |
|---|-------|-------|-------|
| X | 0.849 |       |       |
| Y | 0.798 | 0.840 |       |
| Z | 0.802 | 0.825 | 0.849 |

Source:SmartPLS4,2024

Based on the table above, it can be observed that the correlation between the latent variable and itself is higher than the correlation between the latent variable and other laten variables. Thus, it can concluded that the Fornell-Larcker criterion for discriminant validity has been met in this study.

**Table 9:** Cross Loading Value

|    | Leadership Style (X) | Employee Performance (Y) | Motivation (Z) | Test Results |
|----|----------------------|--------------------------|----------------|--------------|
| X1 | 0.879                | 0.732                    | 0.638          | Valid        |
| X2 | 0.864                | 0.791                    | 0.674          | Valid        |
| X3 | 0.836                | 0.639                    | 0.640          | Valid        |
| X4 | 0.806                | 0.527                    | 0.664          | Valid        |
| X5 | 0.860                | 0.675                    | 0.785          | Valid        |
| Y1 | 0.609                | 0.868                    | 0.555          | Valid        |
| Y2 | 0.779                | 0.891                    | 0.754          | Valid        |
| Y3 | 0.564                | 0.804                    | 0.626          | Valid        |
| Y4 | 0.688                | 0.792                    | 0.789          | Valid        |
| Z1 | 0.711                | 0.746                    | 0.873          | Valid        |
| Z2 | 0.634                | 0.702                    | 0.795          | Valid        |
| Z3 | 0.698                | 0.647                    | 0.844          | Valid        |
| Z4 | 0.726                | 0.725                    | 0.851          | Valid        |
| Z5 | 0.630                | 0.678                    | 0.881          | Valid        |

Source: SmartPLS 4, 2024

Based on the table data above, the correlation value of each indicator that measures the variable is greater than the correlation value of the indicator with other variables. So it is concluded that the cross loading value has met the discriminant validity requirements in this study.

### Reliability Test Results

The following table presents the results of the reliability test using two methods, namely based on the Composite Reliability (CR) value and the Cronbach's Alpha value.

**Table 10:** Composite Reliability (CR) Value

|          | Composite Reliability | Cronbach's Alpha | Test Results |
|----------|-----------------------|------------------|--------------|
| <b>X</b> | 0.928                 | 0.904            | Reliable     |
| <b>Y</b> | 0.905                 | 0.861            | Reliable     |
| <b>Z</b> | 0.928                 | 0.903            | Reliable     |

Source: SmartPLS 4, 2024

Based on the table data above, it shows that the Composite Reliability (CR) value and Cronbach's Alpha value of each variable in this study are  $> 0.70$ . So it can be concluded that the variables in this study are reliable.

### Hypothesis Test Results

This test can be evaluated by looking at the Q-square for predictive elevation and the t-statistic value of the path coefficient test. Q-Square predictive relevance measures how well the observation values are generated by the model and also its parameter estimates. A Q-square value  $> 0$  indicates that the model has predictive relevance, otherwise a Q-Square value  $\leq 0$  indicates that the model lacks predictive relevance. The path coefficients value indicates the level of significance in hypothesis testing.

**Table 11: Q-Square Test Results**

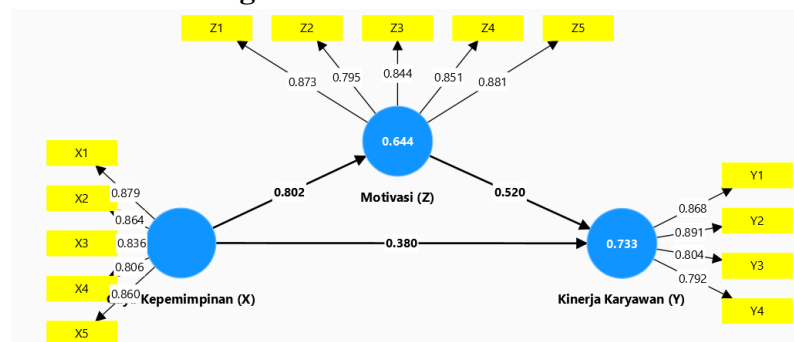
|          | Q-Square |
|----------|----------|
| <b>Y</b> | 0.624    |
| <b>Z</b> | 0.644    |

Source: SmartPLS 4.2024

It is known that the Q-Square value of Y is 0.714, which means that X and Z can influence Y by 62.40%. While the Q-Square value of Z is 0.644, which means that X can influence Z by 64.40%. Thus, it can be concluded that the model in this study has a relevant predictive value and has a good observation value because the Q-square value  $> 0$  (zero).

Based on the data processing that has been carried out using the SmartPLS 4 program, the path coefficient results can be seen in the image below:

**Figure 2: Path Coefficient**



Source: SmartPLS 4.2024

The following are the results of testing the direct influence hypothesis which can be seen in the table below:

**Table 12:** Direct Connection Test Results

|            | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistics ( O/STDEV ) | P-Values |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| (X) -> (Y) | +0.380              | 0.372           | 0.164                      | 2,321                    | 0.020    |
| (X) -> (Z) | +0.802              | 0.793           | 0.081                      | 9.907                    | 0.000    |
| (Z) -> (Y) | +0.520              | 0.526           | 0.155                      | 3,350                    | 0.001    |

Source:SmartPLS 4, 2024

Based on the data above, the following results can be obtained:

1. The influence of leadership style on performance has a path coefficient value of 0.380 with a P-Value = 0.020 < 0.05, so it can be concluded that leadership style has a positive and significant influence on the performance of Astra Isuzu Makassar employees.
2. The influence of leadership style on motivation has a path coefficient value of 0.802, with a P-Value = 0.000 < 0.05, it can be concluded that leadership style has a positive and significant influence on employee motivation at Astra Isuzu Makassar.
3. The influence of motivation on performance has a path coefficient value of 0.520 with a P-Value = 0.001 < 0.05, so it can be concluded that motivation has a positive and significant influence on the performance of Astra Isuzu Makassar employees.

The indirect influence between exogenous and endogenous variables in this study is presented in the following mediation test table:

**Table 13:** Indirect Effect Test Results

|          | Original Sample(O) | Sample Mean(M) | Standard Deviation (STDEV) | TStatistics( O/STDEV ) | P-Values |
|----------|--------------------|----------------|----------------------------|------------------------|----------|
| X1->Z->Y | +0.417             | 0.415          | 0.124                      | 3.362                  | 0.001    |

Source:SmartPLS4,2024

The influence of leadership style on performance through motivation as a mediator has a path coefficient value of 0.417, with a P-Value of 0.001 < 0.05, so it can be concluded that there is a positive and significant influence between leadership style and performance mediated by motivation at Astra Isuzu Makassar.

The results of the direct and indirect relationship tests in this study can be shown in the table below:

**Table 14:** Results of Direct and Indirect Influence Test Analysis

|         | TStatistics( O/STDEV ) |                    |
|---------|------------------------|--------------------|
|         | Direct Influence       | Indirect Influence |
| X->Y    | 2,321                  |                    |
| X->Z->Y |                        | 3.362              |

Source:SmartPLS4,2024

Based on the table above, it can be concluded that motivation can mediate the influence of leadership style on performance, which can be seen from the t-statistic value on the direct

influence of 2.321 which is smaller than the t-statistic value on the indirect influence of 3.362. There is an increase of 1.041 when the motivation variable mediates between leadership style and performance.

**Table 15:** Total Direct and Indirect Effect Test

|            | Original sample (O) | Sample mean (M) | Standard Deviation (STDEV) | T statistics ( O/STDEV ) | P-Values |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| (X) -> (Y) | 0.798               | 0.787           | 0.090                      | 8,885                    | 0.000    |
| (X) -> (Z) | 0.802               | 0.793           | 0.081                      | 9.907                    | 0.000    |
| (Z) -> (Y) | 0.520               | 0.526           | 0.155                      | 3,350                    | 0.001    |

Source:SmartPLS4,2024

Based on the table above, it can be seen that the influence of leadership style on performance has a total path coefficient value of +0.798 (original sample column) with a P-Value = 0.000 <0.05, so it can be concluded that leadership style has a positive and significant effect on employee performance mediated by motivation at Astra Isuzu Makassar Branch.

## E. DISCUSSION

### The Influence of Leadership Style on Performance

The results of this study indicate that leaders at Astra Isuzu Makassar Branch are quite capable of improving employee performance. Leaders do not hesitate to provide clear and firm direction to the team and can face challenges and changes with confidence. Based on the results of the questionnaire, show that the majority of respondents agreed in several parts of the questionnaire. One example is the self-confidence indicator. This shows that leaders at Astra Isuzu Makassar Branch have quite good self-confidence.

However leaders are not always able to exert influence because some employees feel that management does not involve employees enough,less listening to ideas, and less providing solutions to the obstacles faced. This indicates the need for increased communication and openness in accepting employee ideas so that leadership style can have a fully positive impact. This study is in line with the results found by Azizah et al. (2020) and Daraba et al. (2021), as well as Sougui et al. (2015) and Al Khajeh (2018), which concluded that leadership has a positive and significant impact on employee performance.

### The Influence of Leadership Style on Motivation

Leaders can motivate employees through strong self-confidence and an optimistic outlook. However, there are challenges in the emotional control indicator, which indicates that some employees feel that leaders are not wise enough to resolve conflicts calmly and wisely so that they can reduce motivation. Efforts are needed from leaders to be more consistent in maintaining a positive attitude and supporting employee motivation with calm and wise communication.

This research is in line with the leadership theory by Winardi (2011) and supported by research by Naile & Selesho (2014) and Buble et al. (2014) which shows that leadership can foster a sense of trust.superiors and subordinates and encourage creativity and strengthen positive aspects in motivation development employee.

### The Influence of Motivation on Performance

This study revealed that most employees have high work motivation, as seen from the level of agreement on the questionnaire related to the desire to receive awards. Employee work motivation at Astra Isuzu Makassar Branch is quite good, where employees feel comfortable working, and can work together with coworkers so that employees do not feel bored and are more enthusiastic about working. Employees who feel comfortable and supported tend to be more productive and loyal to the company.

However, not all employees at Astra Isuzu Makassar Branch have high motivation to work. Several employees lack initiative and tend to wait for direction from their leaders or feel reluctant to try new things. Most of these employees who lack initiative are under 31 years old, which reflects the need to instill a culture of initiative and creativity among young employees. These results support Hasibuan's (2017) motivation theory, which states that motivation can increase productivity and job satisfaction. This study is also in line with the research of Mulyadi (2018) and Tanjung et al. (2019), which emphasizes the importance of motivation in achieving optimal performance.

### **The Influence of Leadership Style on Performance Mediated by Motivation**

This study also shows that motivation plays a significant role as a mediator in the relationship between leadership style and employee performance. Thus, motivation can mediate the influence of leadership style on employee performance at Astra Isuzu Makassar Branch.

High motivation in employees can encourage them to respond quickly to leadership instructions, which ultimately improves performance. However, there are still employees who feel less motivated, especially those who are younger and less experienced. This shows that an inflexible or less responsive leadership style can hinder the development of employee initiatives.

These results are by the findings of Syafii et al. (2015), Guteressa et al. (2020), Susanto et al. (2020), and Laksmana & Riana (2020), which show that employee motivation can act as a mediator in the relationship between leadership and employee performance, thereby increasing the effectiveness of leadership style on work results.

### **F. CONCLUSION**

Based on the research results and discussions that have been presented previously, the following conclusions can be drawn from this research regarding "The Influence of Leadership Style on Employee Performance Mediated by Motivation at Astra Isuzu Makassar Branch":

1. There is a positive and significant influence of leadership style on the performance of employees of Astra Isuzu Makassar Branch.
2. There is a positive and significant influence of leadership style on employee motivation at Astra Isuzu Makassar Branch.
3. There is a positive and significant influence of motivation on the performance of employees of Astra Isuzu Makassar Branch.
4. Motivation can mediate the influence of leadership style on employee performance at Astra Isuzu Makassar Branch.

### **REFERENCE**

Abdillah, W. dan Hartono, J. (2015). *Partial Least Square (PLS) – Alternative Structural Equation Modelling (SEM) dalam Penelitian Bisnis*. Yogyakarta: CV Andi Offset.

- Al Khajeh, Ebrahim Hasan. (2018). *Impact of Leadership Styles on Organizational Performance. Journal of Human Resources Management Research*, Vol. 2018, pages, ISSN : 2166-0018. DOI: 10.5171/2018.687849
- Azizah, Yunita Noor et al. (2020). *Transformational or Transactional Leadership Style: Which Affects Work Satisfaction and Performance of Islamic University Lecturers During COVID-19 Pandemic. Systematic Reviews in Pharmacy*, 11(7):577-588. DOI: [10.31838/srp.2020.7.82](https://doi.org/10.31838/srp.2020.7.82)
- Basrowi. (2014). *Kewirausahaan Untuk Perguruan Tinggi*. Bogor : Ghalia Indonesia.
- Bass, B. and Avolio, B. (2011). *Multifactor Leadership Questionnaire: Manual, 3rd ed*. Redwood City, CA: Mind Garden.
- Bernardin, H. J and Russell, J. E. A. (2013). *Human Resource Management, Sixth Edition*. New York: McGraw-Hill Inc.
- Buble, Mario, Ana Juras and Ivan Matić. (2014). *The Relationship Between Managers' Leadership Styles and Motivation. Management*, Vol. 19, 2014, 1, pp. 161-193.
- Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling. Modern Methods for Business Research*, 295, 336.
- Daraba, D., Wirawan, H., Salam, R., Faisal, M., & Wright, L. T. (2021). *Working From Home During The Corona Pandemic: Investigating The Role Of Authentic Leadership, Psychological Capital, And Gender On Employee Performance. Cogent Business & Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1885573>
- Dessler. Gary. (2015). *Human Resources Management*. Edisi Empat Belas Bahasa Indonesia. Jakarta: Indeks.
- Fahmi, Irham. (2017). *Manajemen Sumber Daya Manusia Teori dan Aplikasi*. Bandung : CV. Alfabeta
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*, Edisi Delapan. Semarang: Badan Penerbit Universitas Diponegoro.
- Guteressa, Luisinha Fonseca Da Costa Guterresaa, Armanu Thoyib and Rofiaty. (2020). *The Role of Work Motivation as a Mediator on The Influence of Education-Training and Leadership Style on Employee Performance. Management Science Letters*, 10 page: 1497–1504. DOI:[10.5267/j.msl.2019.12.017](https://doi.org/10.5267/j.msl.2019.12.017)
- Hasibuan, Malayu. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.
- Kasmir, (2018). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: PT Rajagrafindo Persada.
- Kaswan. (2017). *Psikologi Industri & Organisasi: Mengembangkan Perilaku Produktif dan Mewujudkan Kesejahteraan Pegawai di Tempat Kerja*. Bandung: Alfabeta.
- Laksmana, Gd Bryananda and I Gede Riana. (2020). *Intrinsic Motivation Mediates The Influence Of Transformational Leadership On The Employee Performance. American Journal of Humanities and Social Sciences Research (AJHSSR)*, Volume-4, Issue-5-pp-90-96.
- Mahsun, Mohamad. (2018). *Pengukuran Kinerja Sektor Publik*, Edisi Pertama. Yogyakarta: BPFE.
- Mangkunegara, A.A. A. P. (2019). *Manajemen Sumber Daya Manusia Instansi*. Edisi XIV. Bandung: PT Remaja Rosdakarya.
- Mathis, R.L. & J.H. Jackson. (2006). *Human Resource Management*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Mulyadi, M. (2018). *Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Permata Lestari. Jurnal Ilmiah, Manajemen Sumber Daya Manusia*, Vol. 2, No. 1. DOI:[10.32493/JJSDM.v2i1.1939](https://doi.org/10.32493/JJSDM.v2i1.1939)



- Naile, Idah and Jacob M Selesho. (2014). *The Role of Leadership in Employee Motivation. Mediterranean Journal of Social Sciences*, Vol. 5 No. 3. DOI:[10.5901/mjss.2014.v5n3p175](https://doi.org/10.5901/mjss.2014.v5n3p175)
- Paramitha, Lisa (2017) . *Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Badan Penelitian dan Pengembangan Daerah Provinsi Kalimantan Timur. Jurnal Administrasi Negara*, Vol.5, No. 3.
- Pranogyo, A. B., & Hendro, J. (2022). *Gaya Kepemimpinan dan Kinerja Karyawan. Jurnal Manajemen Indonesia*, Vol. 7, No. 2, Desember, P ISSN2503-4367, E ISSN 2797-3948, 171-182. DOI: <https://doi.org/10.29103/j-mind.v7i2.10048>
- Putri Ismiyaning Dyah, Hendrietta. (2012). *Motivasi Kerja Karyawan di PT. Pabrik Gula Candi Baru Sidoarjo. Universitas Pembangunan Nasional Veteran Surabaya*.
- Ricardianto, Prasadja. (2018). *Human Capital Management*. Bogor: In Media.
- Sekaran, U. Bougie, R. (2010). *Research Method For Business: A Skill Building Approach*. Fifth Edition. New York: John Wiley & Sons.
- Simamora, Henry (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIEY
- Sougui, Ali Orozi., Abdul Talib Bon., and Hussein Mohamed Hagi Hassan. (2015). *The Impact Of Leadership Styles On Employees' Performance In Telecom Engineering Companies. Australian Journal of Basic and Applied Sciences*, 9(37, Pages: 362-366.
- Subari, & Riady, Hanes. (2015). *Influence Of Training, Competence And Motivation On Employee Performance, Moderated By Internal Communications. American Journal of Business and Management*, 4(3), 133–145. DOI: [10.11634/216796061504678](https://doi.org/10.11634/216796061504678)
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Susanto, Yohanes and Siswoyo Haryono. (2020). *The Effect of Leadership and Compensation on Employee Performance: Evaluating the Role of Work Motivation. Talent Development & Excellence* 2439, Vol.12, No.2s, 2020, 2439-2449 ISSN 1869-0459 (print)/ ISSN 1869-2885 (online).
- Sutrisno, Edy. (2016). *Manajemen Sumber Daya Manusia*. Cetakan Kedelapan. Jakarta: Prenadamedia Group.
- Syafii, Lukman Imam, Armanu Thoyib, Umar Nimran and Djumahir. (2015). *The Role of Corporate Culture and Employee Motivation as Mediating Variable of Leadership Style Related with The Employee Performance (Studies in Perum Perhutani). Procedia - Socia and Behavioral Sciences*, 211 (2015) 1142-1147. DOI:[10.1016/j.sbspro.2015.11.152](https://doi.org/10.1016/j.sbspro.2015.11.152)
- Tanjung, H., Studi, P., Manajemen, M., Muhammadiyah, U., Utara, S., & Kerja, K. (2019). *Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen*, Vol 2, No. 1. DOI: <https://doi.org/10.30596/maneggio.v2i1.3366>
- Tremblay, M. A. (2009). *Work Extrinsic And Intrinsic Motivation Scale: Its Value For Organizational Psychology Research. Canadian Journal Of Behavioural Science*, Vol 41(4), 213–226. DOI: <https://doi.org/10.1037/a0015167>.
- Widodo, S. E. (2016). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.
- Winardi. (2011). *Motivasi Pemotivasian*. Rajagrafindo Persada.
- Zaharuddin, dkk. (2021). *Gaya Kepemimpinan & Kinerja Organisasi*. Pekalongan: PT. Nasya Expanding Management.