

## **Implications of Leadership Style and Persuasive Communication on Performance Mediated by Employee Work Motivation**

**Irawanto<sup>1</sup>, Hayati M.<sup>2</sup>, Samuel Risal<sup>3\*</sup>**

Sekolah Tinggi Ilmu Administrasi (STIA) Bina Banua, Banjarmasin

**ABSTRACT:** This study aims to describe and analyze the implications of leadership style and persuasive communication on performance and motivation as mediation at the Agency for Personnel and Human Resources Development of East Barito Regency. This research was conducted quantitatively with an explanatory research approach. Sampling technique with the total sampling method. The analysis uses the Partial Least Square (PLS) method. The results showed that leadership style had a positive and significant effect on performance, leadership style had a positive and significant effect on motivation, persuasive communication had a positive and significant effect on performance, persuasive communication had no direct effect on motivation, then the influence of leadership style had no significant effect on performance through motivation, and persuasive communication has no significant effect on performance through motivation.

**Keywords:** *Leadership Style, Performance, Persuasive Communication, Motivation.*

*Submitted: 04.04.2022; Revised: 20.04.2022; Accepted: 22.04.2022*

## INTRODUCTION

The complexity of the problems that arise in The era of the industrial revolution 4.0 has had a major impact on human resource management. So it is necessary to change the paradigm and improve management in every organization to move forward with technological developments and advances. One of the things that need to be a priority in facing the industrial revolution is improving the quality and capacity of human resources, including the Human Resources Development and Personnel Agency of East Barito Regency, because it cannot be denied that human resources are an important factor that has the highest value for every organization, for every organization to achieve its goals.

The position and role of Civil Servants as elements of the State Civil Apparatus serving as public servants must provide services fairly to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. The performance of an organization cannot be separated from the performance of individuals and their members, and Government Administration requires a leader who can apply a variety of leadership styles and is always able to move his subordinates optimally so that they can carry out their duties and responsibilities to participate in government, development and community activities efficiently if individual performance improves it will directly or indirectly affect on organizational performance. Leaders with good and varied leadership styles will bring progress in a better organization so that subordinates can develop and optimize performance, namely by increasing the capacity of human resources, increasing persuasive communication, and increasing work motivation.

According to (Hasibuan, 2007), performance is work achieved by a person carrying out the tasks assigned to him based on skills, experience, sincerity, and time. In most organizations, the main factor that determines the organization's success is the performance of the individual employees.

According to (Danim, 2004), leadership is a human factor that binds a group together and motivates them towards certain goals. Furthermore (Soemirat et al., 2007) stated that communication is the most important part of working life. Persuasive communication concerns the leadership's ability to carry out the ability to communicate with subordinates. In addition (Herzberg et al., 2008) says that motivation encourages employees to be fulfilled to achieve their goals.

Several research results have found that leadership affects employee performance, that the better the lead is applied, the better it will improve employee performance (Hanafi et al., 2018; Tampubolon, 2018; Lestari et al., 2019; M Asambe et al., 2015 ). In his study, the same thing was also expressed by (Ernaldiwan, 2017; Sitanggang et al., 2019; Perdana, 2017; Ardiningsih, 2013) by adding a work motivation variable, finding that an increase will also follow an increase in leadership style and work motivation in performance employee. However, things are different from the study (Tampubolon, 2018), which states that motivation does not affect performance. Furthermore, (Fahruraz, 2014; Sitanggang et al., 2019; Perdana, 2017; Wardiningsih et al., 2013) said communication influences performance. Another thing was also conveyed by (Perdana, 2017) that motivation mediates communication effectiveness on employee performance.

The Agency for Personnel and Human Resources Development (BKPSDM) of East Barito Regency has a role in government administration and is required to improve employee performance supported by leadership style, persuasive communication, and motivation. Based on initial observations made by researchers in January 2021, the employee performance appraisal system using Employee Performance Targets has not been optimal because performance appraisal using Employee Performance Targets is

only carried out if the employee concerned will take care of promotions or other needs related to performance employee. In addition to the problem of Employee Performance Targets, there are other problems related to measuring employee performance, including attendance which is used as a benchmark for evaluating employee performance, even though some employees often do not attend the morning and afternoon apples but can still sign absences or ask their fellow employees to sign absences because attendance is a requirement for cutting TP ( Additional Income), while the workspace is often empty during working hours, employees leave during working hours for unclear reasons outside of office duties without asking permission from superiors.

This situation is a crucial problem because, concerning the performance of the State Civil Apparatus, it shows a very low level of employee discipline. This condition will have a major impact on employee performance, increase the workload of other staff, and decrease the performance and work productivity of the East Barito Regency Personnel and Human Resources Development Agency (BKPSDM). Seeing these conditions, there are several problems about motivation so that the role of the leader is needed to provide direction and guidance to employees in completing their duties, as well as the need for firm instructions from the leadership so that programs and performance can be achieved according to targets and the organization can run optimally and effectively. In addition to the motivational aspect, a leader also needs to build good communication with subordinates that is formal, based on a hierarchy in the organizational structure so that messages related to the interests of the service can be channeled to all members of the organization. Messages in communication in official institutions usually flow based on the hierarchy or official structure of the organization, namely flowing from top to bottom, from bottom to top, or between members horizontally. The message is in the form of data that is closely related to the organization, such as tasks, orders, policies, etc.

In addition to the problems described above, various other phenomena that become a problem are that in carrying out their duties and functions, the leader does not give attention or direction to his subordinates so that many jobs are not completed on time, and the leader often arrives not on time and is rarely in the office, making employees subordinates look relaxed due to lack of supervision. For this reason, employees or subordinates are required to have self-motivation in providing services and persuasive communication patterns, including interactive communication that is still not going well. These indications can be observed in exchanging opinions and attitudes that are not going well enough.

## **THEORETICAL REVIEW**

### *Leadership Style*

Leadership style is the most important aspect to achieve and improve one's leadership success in the organization. According to Thoha, leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it (Thoha, 2013: 49).

Another definition of leadership style, according to Rivai, is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2014:42). Furthermore, the leadership style that shows, directly or indirectly, a leader's belief in the ability of his subordinates. Leadership style is behavior and strategy, as a result of a combination of philosophies,

skills, attitudes, traits, which a leader often applies when he tries to influence the performance of his subordinates.

According to Stoner, leadership style is a pattern of behavior favored by leaders in directing and influencing employees (Stoner, 1996:165). Based on the experts above, it can be concluded that the leadership style is one of the ways leaders use in influencing, directing, and controlling the behavior of others to achieve a certain goal.

#### *Persuasive Communication*

Persuasive communication is the skill to influence other people's attitudes or groups of people or the skill to induce beliefs and values into others by influencing their thoughts and actions through specific strategies. Persuasive communication is communication to shape, change and or strengthen perceptions, affection (feelings), cognition (thinking), and or behavior. The focus is on business.

Devito (2010:387) explains that persuasive communication is a way that can influence the human mind by utilizing psychological and sociological data and facts on the communicant who wants to be influenced.

Persuasive communication is related to the leadership's ability to carry out the ability to communicate with subordinates, the indicators are 1) the ability to provide support to one another; 2) Provision of in-service command communication; 3) implementation of leadership in groups (Soemirat et al., 2007: 90).

#### *Motivation*

The theory from Miao et al. (2007) divides motivation into four indicators, namely, challenge orientation, task enjoyment, compensation, and recognition orientation. Motivation is the factor that directs and encourages a person's behavior or desire to carry out an activity expressed in a hard or weak effort (Miao et al., 2007).

Motivation questions how to direct the power and abilities of subordinates so that they are willing to work together productively and successfully achieve and realize the goals that have been set (Hasibuan, 2007).

In addition, motivation is an effort that can cause a certain person or group to move to do something because they want to achieve the desired goal or get satisfaction with their actions.

According to Luthans (2006) in (Suwatno, Priansa, 2011: 174), work motivation, among others, relates to:

1. The need for power such as 1) Influencing people to change attitudes or behavior; 2) Controlling people and activities; 3) Being in a position of power over others; 4) Gain control of information and resources; and 5) Defeat the opponent or enemies.
- 2) The need for achievement: 1) Doing something better than competitors; 2) Obtaining or passing difficult goals; 3) Solve complex problems; 4) Complete challenging tasks successfully; and 5) Develop the best way to do something.
- 3) Need for affiliation: 1) Discussion of many people; 2) Accepted as part of a group or team; 3) work with friendly and cooperative people; 4) Maintaining a harmonious relationship and reducing conflict; and 5) Participate in fun social activities.
- 4) Security needs: 1) Have a job that brings a sense of security; 2) Protected against loss of income or economic problems; 3) Have protection from illness and disability; 4) Protected from physical disturbances and hazardous conditions; and 5) Avoiding tasks or decisions with the risk of failure or error.

- 5) Status needs: 1) Having the right car and wearing the right clothes; 2) Work for the right company with the right job; 3) Have a degree from a reputable university; 4) Live in the right environment and belong to an elite club; and 5) Has executive privileges.

### *Performance*

Performance is work that has been achieved by someone in carrying out tasks assigned to him based on skills, experience, sincerity, and time, most organizations, individual employee performance is the main factor that determines the success of the organization (Hasibuan, 2007: 34). Performance is a real behavior that everyone displays as employees produce work performance according to their role in the company, employee performance is very important in the company's efforts to achieve its goals (Veithzal et al., 2014:113).

Wirawan (2009:5) says that another definition of performance is the output produced by functions or indicators or a job or a profession at certain times. There are six indicators for measuring individual employee performance according to Robbins (2006:260), namely work quality, quantity, timeliness, effectiveness, independence, and work commitment.

## **METHODOLOGY**

This research conducts direct observations of the object under study to obtain relevant data empirical evidence and develop theories, namely the influence between leadership style and persuasive communication on performance mediated by work motivation at the Personnel and Development Agency. Human Resources of East Barito Regency. Seeing the problems and objectives to be achieved, this research was carried out quantitatively with an explanatory research approach to test a theory or hypothesis to strengthen or even reject the existing research theory or hypothesis. The operationalization of research variables for the leadership style variable as the first exogenous variable consists of 5 indicators (Danim, 2004), the persuasive communication variable as the second exogenous variable consists of three indicators (Soemirat et al., 2004), the work motivation variable as a mediating variable consists of two indicators (Herzberg, 2008) and the performance variable as an endogenous variable consisting of five indicators (Robbins, SP, & Judge, 2006). The population in this study were employees at the Agency for Personnel and Human Resources Development, East Barito Regency, totaling 34 employees. In this study, a saturated sampling technique was used. The technique of determining the sample could be all members of the population used as a sample, and this was done because the population was relatively small, with less than 50 people. So that all employees were sampled, which amounted to 34 people (Saputra et al., 2018). This research uses the data analysis method using smartPLS software version 3.0, which is run on computer media. According to (Hartono et al., 2009), PLS ( Partial Least Square ) is a variant-based Structural Equation Modeling (SEM) equation analysis that can simultaneously perform measurement model testing as well as structural model testing. The measurement model is used to test validity and reliability, while the structural model tests causality (testing hypotheses with predictive models) (Saputra et al., 2018).

## RESULTS

### *Outer Model Evaluation*

The initial model of this research construct leadership style (X1) is measured by six reflective indicators, persuasive communication (X2) by three reflective indicators, performance (Y) is measured by five reflective indicators, and three reflective indicators measure motivation (Z). The *outer loading* or *loading factor* value is used to test *convergent validity*. The indicator is declared to meet *convergent validity* in the good category if the *outer loading value is*  $> 0.7$ . The following is the value of the *outer loading* on each indicator of the research variables, which can be seen in table 1.

**Table 1 . Outer Loading**

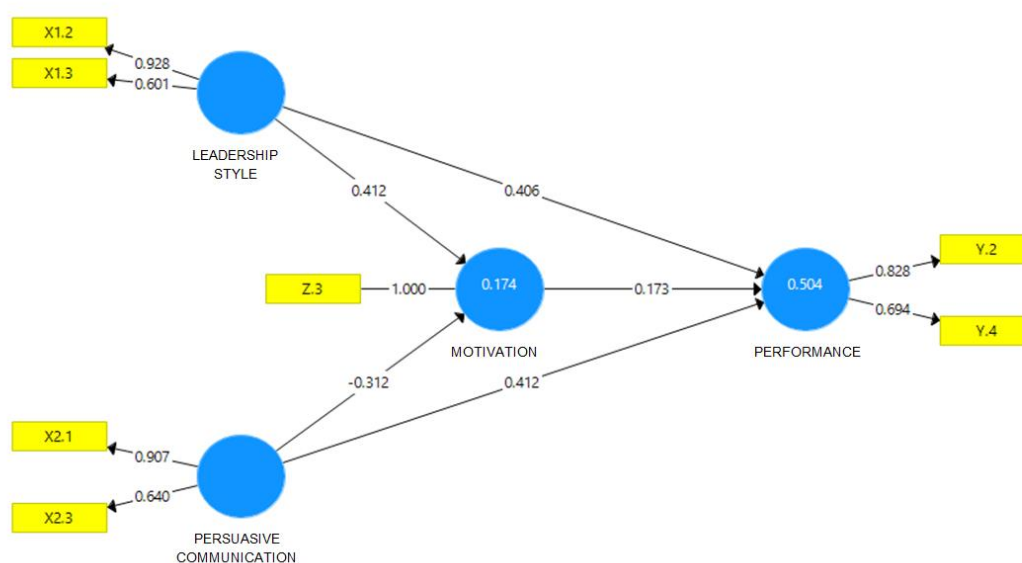
INDICATOR	LEADERSHIP STYLE	PERSUASIVE COMMUNICATION	PERFORMANCE	MOTIVATION
X1.1	-0.551			
X1.2	0.844			
X1.3	0.563			
X1.4	0.209			
X1.5	0.447			
X1.6	0.095			
X2.1		0.607		
X2.2		0.708		
X2.3		0.548		
Y.1			-0.302	
Y.2			0.691	
Y.3			0.426	
Y.4			0.592	
Y.5			0.385	
Z.1				0.373
Z.2				0.526
Z.3				0.731

Source: Data processed 2020

The individual reflective measure is said to be high if the correlation is higher than 0.70 with the measured construct, it is known that each research variable indicator has a value of outer loading  $< 0.7$ . However, it appears that there are still some indicators that have an outer loading value  $> 0.7$ . (Imam Ghozali, 2015), for research in the early stages of developing a measurement scale for loading values of 0.50 to 0.60 is considered sufficient. Several indicators are declared invalid, which means that all invalid indicators are dropped from the model.

### Convergent Validity

The indicator reflective measurement model is assessed based on the correlation between item scores or component scores estimated with Smart PLS software. The individual reflective measure is high if it has a higher correlation than 0.70 with the measured construct (Saputra et al., 2018). In this study, a loading factor limit of 0.50 will be used.



**Figure 1 . Convergent Validity**

Source: Smart PLS 3.0 Output (2020)

Based on the measurement model in Figure 1, all indicators are analyzed of research variables with a *loading factor* greater than 0.50 to be declared to meet the *concurrent validity requirements*.

### Average Variance Extracted (AVE)

Another method to assess *discriminant validity* is the value of the *square root of Average Variance Extracted (AVE)*. It is recommended that the AVE value should be greater than 0.50. Ghozali in (Saputra et al., 2018). The results of the AVE test can be seen in Table 2 below:

**Table 2. Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
LEADERSHIP STYLE	0.611
PERSUASIVE COMMUNICATION	0.617

MOTIVATION	1,000
PERFORMANCE	0.584

Source: Data processed 2020

The AVE value in table 2 shows that all variables have a value > 0.50, so it can be said that each measured indicator can reflect its respective variables validly.

*Composite Reliability and Cronbach Alpha*

Reliability criteria can be seen from the *Composite Reliability* and *Cronbach Alpha values* of each construct. The construct is said to have high reliability having a value above 0.70.

**Table 3.***Cronbach's Alpha and Composite Reliability*

Variable	Cronbach's Alpha	Composite Reliability
LEADERSHIP STYLE	0.411	0.750
PERSUASIVE COMMUNICATION	0.410	0.758
MOTIVATION	1,000	1,000
PERFORMANCE	0.292	0.736

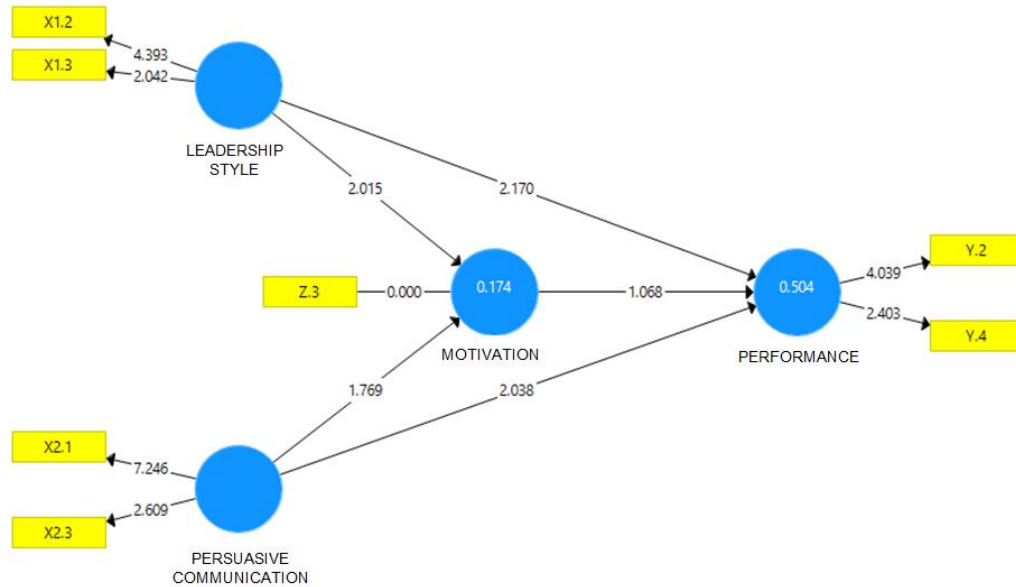
Source: Data processed 2020

*Cronbach Alpha* all variables > 0.70, which indicates the consistency of respondents' answers in each construct has good reliability. *Composite Reliability* variables of leadership style, persuasive communication, and performance have a value of <0.70, which means the construct does not meet the reliability criteria. *Rule of thumb Cronbach's alpha* or *Composite Reliability* value must be greater than 0.7 even though a value of 0.6 is still acceptable. But in testing internal consistency, if the construct validity has been met. This is because a valid construct is a reliable construct, but on the other hand, a reliable construct is not necessarily valid. Cooper & Schindler in (Aris, 2017).

*Inner Model or Structural Model Test Results*

Testing of the inner or structural model was carried out to see the relationship between constructs, significant values, and R-square of the research model. The structural model was evaluated using R-square for endogenous constructs, t-test, and the structural path parameter coefficients (Saputra et al., 2018).





**Figure 2 . Bootstrapping Result Structural Model**  
 Source: SmartPLS 3.0 Output (2020)

Based on Figure 2, it can be seen that several paths have met a significant number  $> 1.96$ . This is a requirement in the evaluation with a *loading factor*, which is carried out to assess the significance of the latent construct with its construct.

**Table 4.Bootstrapping**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
LEADERSHIP STYLE -> PERFORMANCE	0.406	0.416	0.187	2.170	0.030
LEADERSHIP STYLE -> MOTIVATION	0.412	0.401	0.205	2.015	0.044
PERSUASIVE COMMUNICATION -> PERFORMANCE	0.412	0.416	0.202	2,038	0.042
PERSUASIVE COMMUNICATION -> MOTIVATION	-0.312	-0.293	0.177	1,769	0.077
MOTIVATION -> PERFORMANCE	0.173	0.173	0.162	1.068	0.286

LEADERSHIP STYLE -> MOTIVATION -> PERFORMANCE	0.071	0.072	0.084	0.844	0.399
PERSUASIVE COMMUNICATION -> MOTIVATION -> PERFORMANCE	-0.054	-0.054	0.066	0.822	0.411

Source: Data processed 2020

Based on the initial model, it can be said that the relationship between the latent variable and other variables, if it shows a number > 1.96, is declared valid. Furthermore, it is seen how much strength the dependent exogenous and endogenous variables are in this initial model by looking at the magnitude of the *R-square value* for each of the endogenous variables in table 5 below:

**Table 5 . R-square**

Variable	R Square	Adjusted R Square
MOTIVATION	0.174	0.120
PERFORMANCE	0.504	0.455

Source: Data processed 2020

Table 5 explains the contribution of the variables that affect the variables in the *R-square table*, the *R-square value* of the motivation variable is 0.174 or 17%, or 93% is influenced by other factors outside this study. At the same time, the performance variable of 0.504 or 50% is influenced by other factors outside of this study.

**Research Hypothesis Testing**

The results of hypothesis testing are carried out to see the effect of a construct on other constructs by looking at the parameter coefficients and t-statistical values (Ghozali, 2015). As a statement, the value of the significance level of the relationship between one variable and another (the significance level is taken at the 5% error level or is at *T-statistics* > 1.96).

**Table 6. Hypothesis Testing**

Hypot he sis	Variable	Original Sample (O)	T Statistics ((O/STDEV))	Signification
H <sub>1</sub>	LEADERSHIP STYLE -> PERFORMANCE	0.406	2.170	There is a Significant

				Influence and Positive Value
H <sub>2</sub>	LEADERSHIP STYLE -> MOTIVATION	0.412	2015	There is a Significant Influence and Positive Value
H <sub>3</sub>	PERSUASIVE COMMUNICATION -> PERFORMANCE	0.412	2,038	There is a Significant Influence and Positive Value
H <sub>4</sub>	PERSUASIVE COMMUNICATION -> MOTIVATION	-0.312	1,769	No Significant Influence
H <sub>5</sub>	MOTIVATION -> PERFORMANCE	0.173	1.068	No Significant Influence
H <sub>6</sub>	LEADERSHIP STYLE -> MOTIVATION -> PERFORMANCE	0.071	0.844	No Significant Influence
H <sub>7</sub>	PERSUASIVE COMMUNICATION-> MOTIVATION -> PERFORMANCE	-0.054	0.822	No Significant Influence

Source: Data processed 2020

The limits for accepting and rejecting the proposed hypothesis are  $\pm 1.96$ , and if the *T-statistics* value is in the value range  $<1.96$ , then the hypothesis will be rejected or, in other words, accept the null hypothesis ( $H_0$ ). The Hypothesis Testing Table above shows that:

1. Leadership style has a positive and significant effect on performance. The results showed that the *T-statistics value* was  $2.170 > 1.96$ .
2. Leadership style has a positive and significant effect on motivation, and this is proven by the *T-statistics* value showing the 2015 value  $> 1.96$ .
3. Persuasive communication has a positive and significant effect on performance. The test results show the *T-statistics value* of  $2.038 > 1.96$ .
4. The study results found that persuasive communication was not proven to have a significant effect on motivation. *T-statistics* showed a value of  $1.769 < 1.96$ . so it can be concluded that hypothesis 4 is rejected.
5. The results showed that motivation was not proven to affect performance significantly. *T-statistics* showed a value of  $1.068 < 1.96$ . so it can be concluded that hypothesis 5 is rejected.

6. Leadership style has no positive and significant effect on performance through motivation as mediation, and this is proven by the *T-statistics value of 0.844 < 1.96*. so it can be concluded that hypothesis 6 is rejected.

Persuasive communication has no positive and significant effect on performance through motivation as mediation, and this is proven by the *T-statistics value of 0.822 < 1.96*. so it can be concluded that hypothesis 7 is rejected.

## **DISCUSSION**

### *Influence of Leadership Style on Performance*

Good leadership skills strongly believe that a person's career will be more meaningful, both for himself and his subordinates. A wise leader, of course, will immediately be able to recognize the form of leadership. Like other abilities, leadership style abilities can be acquired by practicing and learning. The ability to lead can be divided into several more specific abilities, such as communicating, motivating, delegating, and controlling one's own emotions. Based on the research results above, there is a significant influence between leadership style on performance. The person tries to influence the behavior of others as he sees it. This means that the better the way to lead someone, the more it will affect employee performance. There is a relationship between leadership style and employee performance (Thoha, 2010). The results of this study are basically by the results of research proposed by (Hanafi et al., 2018), (Tampubolon, 2018), (Lestari et al., 2019), (Masambe et al., 2015), which concluded that the better If leadership is applied, it will improve employee performance. This means that it is explained that the leading factor in the form of communication between leaders and subordinates, the high and low level of trust given by the leader, can affect the performance of employees so that the leadership style must be applied and improved by each leader to support the achievement of organizational goals. Leadership style is a pattern of behavior and strategies preferred and often applied by a leader. Leaders who have a good leadership style will always influence subordinates to achieve organizational goals. Suggestions for leaders to further improve their leadership style is by showing directly or indirectly the leadership's belief in the abilities of their subordinates. That is, leadership style is behavior and strategy, as a result of a combination of philosophy attitude skills that are often applied by leaders when trying to influence the performance of their subordinates, so that the performance of the Personnel and Human Resources Development Agency of East Barito Regency will be achieved optimally.

### *The Influence of Leadership Style on Motivation*

Leaders in an organization have a strong role in growing and building a spirit of motivation among employees. And the leadership role has a significant effect on motivating subordinates to achieve organizational goals. Giving motivational encouragement for each individual is different, and all of that can be adjusted to the conditions and circumstances in which the individual concerned is located. A wise leader will not impose the concept of motivation on his employees beyond the

capabilities of the employees concerned. The results showed a positive and significant influence of leadership style on employee work motivation at the Agency for Personnel and Human Resources Development of East Barito Regency. It means that the second hypothesis, which states a positive and significant influence of leadership style on employee motivation, is accepted. The results of these studies indicate that the leadership style will change work motivation for the better.

Conversely, a bad leadership style will reduce a person's behavioral motivation to improve performance. This finding is in line with the research results conducted (Perdana, 2017) and (Wardiningsih et al., 2013), which show motivation affects performance. So it can be concluded that motivation influences employee performance, the higher the increase in motivation, it can improve performance. Conversely, if work motivation decreases, this can reduce performance.

#### *The Effect of Persuasive Communication on Performance*

From the analysis results, it is known that persuasive communication is found to have a positive and significant effect on performance. The higher the persuasive communication, the higher the performance, performance was positively related to the overall persuasive communication. This shows the hypothesis that there is a significant effect of persuasive communication on performance at the Agency for Personnel and Human Resources Development in East Barito Regency. This finding is in line with research conducted by (Perdana, 2017) and (Wardiningsih et al., 2013). This study shows that persuasive communication will affect the level of performance at the Personnel and Human Resources Development Agency of East Barito Regency using a combination of oral and written communication methods that allow for easier and clearer absorption of information or, in other words, effective persuasive communication as well as is one of the characteristics of the quality of the organization. The role of persuasive communication in the Agency for Personnel and Human Resources Development of East Barito Regency, there are no employees in their daily duties without communicating either through vertical lines (superiors-subordinates) or horizontal lines (colleagues at the same level).

#### *The Effect of Persuasive Communication on Motivation*

Based on the results of the research above that, there is no significant effect between persuasive communication on motivation caused by poor communication, so it is necessary to provide or carry out collective *training to foster information disclosure communication and also hone employee leadership so that they can support their performance to support* the achievement of organizational goals. The results of this study are inconsistent with the results of research proposed by (Fahruraz, 2014), (Sitanggang et al., 2019), (Perdana, 2017) and (Wardiningsih et al., 2013), which concluded that persuasive communication has an effect on significant effect on performance, where one of the factors that affect performance is the communication aspect. This means that an increase will follow an increase in persuasive communication in performance. So that persuasive communication must be instilled and cultivated to support organizational goals. Suggestions for respondents need to improve other

indicators on persuasive communication which are still not good enough, namely by the Head of the Personnel and Human Resources Development Agency of East Barito Regency and employees more often provide appropriate touches during the communication process so that the effectiveness of persuasive communication can run more optimally.

#### *The Effect of Motivation on Performance*

The fulfillment of the desire to do something as a willingness to expend a high level of effort for organizational goals is conditioned by the ability of that effort to meet the individual needs of the employees of the Personnel and Human Resources Development Agency of East Barito Regency, namely motivation. The results showed that motivation was not proven to affect performance significantly. *T-statistics* showed a value of  $1.068 < 1.96$ . so it can be concluded that hypothesis 5 is rejected. This finding aligns with what was stated by (Tampubolon, 2018), which states that motivation does not affect performance. However, it is not in line with the results of the research conducted (Sitanggang et al., 2019), (Perdana, 2017) and (Wardiningsih et al., 2013), which show motivation affects performance. So it can be concluded that motivation influences employee performance, the higher the increase in motivation, it can improve performance.

Conversely, if work motivation decreases, this can reduce performance. This finding is because the motivation that has been given to employees is very good, so however the motivation given is increased again, it has no significant effect on employee performance. In addition, this explains that the tendency to increase employee work performance is more to the influence of leadership style than the influence of motivation. With high motivation, employees will always try to improve their performance and abilities for the institution's success. It is hoped that the Employment and Human Resources Development Agency of East Barito Regency will further increase the needs of employees so that employees are even more enthusiastic about doing their jobs.

#### *The Influence of Leadership Style on Performance Through Motivation*

An organization requires strong leadership skills. Tough in terms of the ability to see problems and problems clearly, dare to make decisions to provide direction for action for the group. Because of this, later, it will be very meaningful in achieving goals or solving problems. This toughness is not only at that stage but also the ability to move to the next phase, which is to move his followers in the direction he believes is right. So one of the main essences of leadership is the influence of leaders on their followers. The study results indicate that leadership style indirectly has an insignificant effect on performance through motivation. The results of this study illustrate that if the indirect effect is not significant, then this indicates that there is almost no mediating effect that can be seen from the *T-statistics value* of  $0.844 > 1.96$ . Based on these results, it can be concluded that leadership style does not significantly affect performance through motivation, which can be concluded that motivation is a mediating variable.

Performance supported by applying a good leadership style is one part of the operational function of human resource management (HRM), which is quite important. This is because the leadership style is getting better thus, employees will be more motivated and can improve performance at the Agency for Personnel and Human Resources Development of East Barito Regency. Apart from that, a leader must be more fully responsible for his work and be able to direct, influence, encourage and control other people or subordinates to do some work on his consciousness and voluntarily in achieving a certain goal. On the other hand, if the leadership style is not so good, then the performance of employees in each of their jobs will also decrease, this finding is not in line with the results of research conducted by (Perdana, 2017) and (Wardiningsih et al., 2013) which concluded that leadership style directly and indirectly (through motivation) affects performance. Therefore, it is important to pay attention to improving performance by applying leadership style through motivation at the Agency for Personnel and Human Resources Development of East Barito Regency.

#### *The Effect of Persuasive Communication on Performance Through Motivation*

Every organization in general always wants to improve employee performance to show that the organization is growing. Communication in an organization is very important. Organizational efforts in achieving performance and goals cannot be separated from communication. A leader in communicating must pay attention to human aspects that can activate employees to work together and work productively. The existence of a persuasive communication process means that there is the satisfaction of subordinates' needs, which has an impact on subordinates in carrying out their duties. They will carry out their duties by the limits set by the organization. With the clarity of a message, it is easier to change attitudes. In this case, the delivery of tasks by the leadership in a clear and detailed manner contributes to the ability of employees to complete work on time because they understand what is conveyed by the leadership and can take responsibility for the tasks given and work according to procedures. Hypothesis testing shows that the indirect effect of persuasive communication on performance through motivation does not have a significant effect; thus, the motivation variable as a mediating variable can be seen from the *T-statistics value* of  $0.411 > 1.96$

The results of this study illustrate that if the indirect effect is not significant, then this indicates that there is almost no mediating effect. Motivation cannot be a mediating variable between persuasive communication on performance. This is because persuasive communication has no significant direct effect on motivation, so there is no mediating effect. Persuasive communication directly affects performance, but indirectly, there is no significant effect between persuasive communication on performance through motivation. Every leader and employee must improve persuasive communication to support organizational goals. Due to good persuasive communication, employees are expected to produce a good performance and be able to increase employee performance. Employees should carry out better communication intensity, such as conveying opinions and ideas for progress at the Personnel and Human Resources Development Agency of East Barito Regency. The leadership can also address this to provide more opportunities to build communication with subordinates, build discussions, and get used to involving subordinates in decision making so that employees are motivated to be enthusiastic about producing good work.

## CONCLUSIONS AND RECOMMENDATIONS

Leadership style has a positive and significant effect on performance. The results showed that the T-statistics value was  $2.170 > 1.96$ . This can show that leadership style has a positive and significant effect on employee performance. The implementation is that the better the leadership style applied, the higher the level of performance is expected, on the other hand, if the leadership style is not good or low, the employee's performance is also low. This conclusion can thus support several theoretical and empirical concepts that have been stated previously. In other words, the leadership's different leadership styles will be applied to the world of work so that the performance of each individual will vary. Therefore, the leadership style needs to be considered in improving the performance of the Personnel and Human Resources Development Agency of East Barito Regency.

Leadership style has a positive and significant effect on motivation, and this is proven by the T-statistics value showing the 2015 value  $> 1.96$ . And persuasive communication has a positive and significant effect on performance. The test results show the T-statistics value of  $2.038 > 1.96$ . The results of hypothesis testing using the bootstrapping method show that the leadership style on motivation and persuasive communication on performance shows t-statistics values of 2,015 and 2,038. The value is greater than 1.96. This means that leadership style has a significant and significant effect at 0.05 on motivation and persuasive communication on performance shows the same thing, which means it is by the second and third hypotheses. This means that the second hypothesis is accepted, which means that there is an influence between leadership style on motivation, and there is an influence between persuasive communication on performance. This means that every increase in leadership style will increase work motivation, and vice versa, the less good leadership style is applied, it will decrease work motivation. Likewise, with persuasive communication on each performance, increasing persuasive communication will improve performance, and conversely, the decreased persuasive communication applied will reduce performance. Furthermore, the study results found that persuasive communication was not proven to have a significant effect on motivation. T-statistics showed a value of  $1.769 < 1.96$ . so it can be concluded that the fourth hypothesis is rejected. The results showed that motivation was not proven to affect performance significantly. T- statistics shows the value of  $1.068 < 1.96$ . so it can be concluded that the fifth hypothesis is rejected. Leadership style has no positive and significant effect on performance through motivation as mediation, and this is proven by the T-statistics value of  $0.844 < 1.96$ . so it can be concluded that hypothesis six is rejected. Persuasive communication has no positive and significant effect on performance through motivation as mediation, and this is proven by the T-statistics value of  $0.822 < 1.96$ . so it can be concluded that hypothesis seven is rejected.

The study results indicate that the variable that most influences employee performance is leadership style. This can be addressed by increasing the performance of the employees of the Office of the Personnel and Human Resources Development



Agency (BKPSDM) of East Barito Regency, and then this can be addressed by meeting all employee needs, jobs of interest, and positions as well as providing motivation and support to employees.

Motivation should be considered to improve the leader's ability to build communication with employees who become enthusiastic for work, for example, by providing motivation, giving punishment and rewards to increase encouragement to all employees of the Regency Personnel and Human Resources Development Agency (BKPSDM) Office. East Barito to improve his ability and quality in his work to produce work as desired by the organization.

Persuasive communication should be considered to improve the performance of the Office of the Personnel and Human Resources Development Agency (BKPSDM) of East Barito Regency because in carrying out organizational and company work, they want quality employees, for that in the future it is expected to pay more attention to the quality of persuasive communication to make efforts to encourage work. Properly, discussions and involvement of subordinates are built between leaders and subordinates or among fellow employees who manage the work system so that the quality will be good.

#### **ACKNOWLEDGMENT**

We would like to thank all research participants for giving their time and sharing their perspectives for informing this paper. Every mistake is our responsibility.

#### **REFERENCES**

- Aris, M. (2017). Factors Affecting the Revitalization of Public Health Centers in Bangkalan Regency. *He: Journal of Public Administration*, 15 (1), 43-68.
- Danim, Sudarwan. (2004). *Leadership Motivation and Group Effectiveness*. Bengkulu: PT. Rineka Cipta.
- DeVito A. Joseph. (2010). *Human Communication Fifth Edition*. Jakarta: Karisma Publishing.
- Ernald Iwan, F. (2017). The Influence of Leadership on the Performance of State Civil Apparatus in the Social Service of Berau Regency. *Journal of Government Science*, 5 (1):255-268.
- Fahrurazi, R., Ghalib, S., & Arifin, H. (2014). The Influence of Communication and Organizational Culture on Employee Performance at PT. Regional Development Bank of South Kalimantan Banjarmasin Region. *Journal of Business and Development*, 1 (1).
- Fred Miao, C., & Evans, KR (2007). The impact of salesperson motivation on role perceptions and job performance—a cognitive and affective perspective. *Journal of Personal Selling & Sales Management*, 27(1), 89-101.
- Ghozali, Imam. 2015. *Concepts, Techniques, and Applications Using the SmartPLS 3.0 Program..2nd Edition*. Semarang: Diponegoro University Publishing Agency.
- Hanafi, AS, Almy, C., & Siregar, MT (2018). The Influence of Leadership Style and Work Motivation on Employee Performance. *Journal of Industrial Management and Logistics*, 2 (1), 52-61.
- Hartono, Jogiyanto and Abdillah Willy. (2009). *PLS (Partial Least Square) Concepts and Applications for Empirical Research*. BPF: Yogyakarta.
- Hasibuan, MSP (2007). *HR Management. Revised Edition*. Jakarta: Earth Literacy.

- Herzberg, F., Mausner, Snyderman. (2008). *The Motivations to Work*. (Eleventh Eddie). New York (US): John Wiley & Sons, Inc.
- Lestari, IA, & Hamzah, N. (2019). The Influence of Leadership Style and Work Motivation on Employee Performance. *Paradox: Journal of Economics*, 2 (1), 164-177.
- Masambe, F., Soegoto, AS, & Sumarauw, J. (2015). The influence of leadership style, organizational culture, and leader innovation on employee performance of Daihatsu Kharisma Manado. *Journal of EMBA: Journal of Economic Research, Management, Business and Accounting*, 3 (3).
- Miftah Toha. (2010). *Leadership and Management*, College Book Edition, Jakarta: PT. King Grafindo Persada.
- Prime, R. (2017). *The Effect of Leadership and Communication Style on Motivation in Improving Employee Performance Study on Employees of the Yogyakarta Mental Hospital Grhasia*. Thesis. Masters Program in Management, Islamic University of Indonesia. Yogyakarta.
- Rivai. Veithzal, (2014). *Human Resource Management for companies*: Jakarta PT. RajaGrafindo Persada.
- Robbins, SP (2006). *Organizational Behavior*, Jakarta: PT. Index, Scholastic Group.
- Robbins, Stephen. P. (2006). *Organizational behavior*. Indonesian Edition. PT Index.
- Saputra, RW, Asmawatiy , C., & Akos, M. (2018). The Influence of Ability and Work Environment on Employee Work Performance mediated by Work Motivation of Banjarmasin City Transportation Service Employees. *Administraus* , 2 (2), 175-244.
- Sitanggang, AS (2019). *Analysis of the Effect of Leadership Style, Communication, and Work Motivation on Employee Performance (Case Study at Pematangsiantar City DPRD Secretariat)*. Thesis. Master of Management Program. North Sumatra Muhammadiyah University. Medan.
- Soemirat, S., Satari, H., & Suryana, A. (2007). *Persuasive communication*. Jakarta: Open University.
- Stoner, JA, Freeman, RE, & Gilbert, DR (1996). *Management*, Indonesian edition. Jakarta: Publisher PT. Prenhallindo, Jakarta.
- Suwanto, H., & Priansa, JD (2011). *Human resource management in public and business organizations*. Bandung: CV. Alfabet.
- Tampubolon, RP (2018). The Influence of Leadership Style and Motivation on Employee Performance of the Youth and Sports Office of Pematangsiantar City. *JIM UPB (Scientific Journal of Management, University of Putera Batam)*, 6 (1)
- Wardiningsih, SS (2013). The Influence of Leadership and Communication on Performance with Motivation as a Moderating Variable. *Journal of Human Resource Management*, 6 (1).
- Wirawan, (2009). *Performance Evaluation: Theory, Application, and Research*, Salemba Empat: Jakarta.