


The Influence of Leader Behavior and Employee Empowerment on Employee Performance Mediated by Work Motivation on Employees of the Aru Islands Regency Transportation Service

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Article Info	ABSTRACT
<p>Keywords: Leader Behavior, Employee Empowerment, Employee Performance, Work Motivation.</p>	<p>This study aims to determine the effect of leader behavior and employee empowerment on employee performance mediated by work motivation. Sampling in this study used a sample of 56 respondents. The data collection method used was interviews and questionnaires. The analysis method used is Partial Least Square - Structural Equation Modeling (PLSSEM). The variables analyzed in this study are Leader Behavior, Employee Empowerment, Employee Performance and Work Motivation. The results of the study indicate that there are variables that have a significant effect, namely. Leader behavior has a positive and significant effect on Employee performance, performance empowerment has a significant effect on Employee Performance, leader behavior has a significant effect on Work Motivation, employee empowerment has a significant effect on Work Motivation, Work Motivation has an effect on employee performance, leader behavior has a significant effect on employee performance mediated by Work Motivation, employee empowerment has a significant effect on Employee performance, which is mediated by Work Motivation.</p>
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INTRODUCTION

Leaders as one of the human resources needed by the organization. Leaders and the leadership behavior used have a strategic function that determines the performance of the organization. Leaders who carry out their leadership effectively can move employees towards

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the expected direction and goals. On the other hand, leaders whose existence is only as a complement to the organizational structure and do not have influence and leadership skills will result in slow organizational performance, because they do not have the capability and skills to produce the best performance. In addition, leaders are required to be able to maintain and create the performance of each member of the organization. If this is done effectively by a Leadership behavior consists of task, relationship and change-oriented behavior (Yukl, 2013; Yukl, Gordon, & Taber, 2002). Expanding Yukl's approach, DeRue et al. (2011) also categorized leader behavior into Task-Oriented, Relational-Oriented and Change-Oriented and added Passive Leadership (Laissezfaire). DeRue et al. (2011) classified leadership behaviors related to transactional leadership (Bass & Bass, 2008) such as contingent rewards and active management-by-exception, initiating structure, boundary span and directive style as task-oriented. The relational-oriented category includes leadership behaviors such as supportive leadership and empowering leadership (Amundsen & Martinsen, 2014). In today's work world, every company must be able to develop and improve company performance by holding various methods that are structured in programs. Many factors are related to improving company performance. One important factor that must be considered by the company in achieving its goals is the human resources (HR) factor. Humans as the driving force of the company are the main factor because the existence of the company depends on the humans involved behind it. To be able to achieve the goals of the company, competent human resources are needed in carrying out their duties. Likewise with government organizations or public services, human resources or become the key to organizational development.

The most studied leadership behavior is change-oriented leadership behavior, with most studies measuring transformational leadership (Braun et al., 2013 ; Nemanic & Keller, 2007 ; Vlachos, Panagopoulos, & Rapp, 2013). This is followed by relational forms of leadership behavior such as empowering leadership (Amundsen & Martinsen, 2015). Only a few studies have included task-oriented leadership, and only one study has examined it as an additional leadership behavior measured alongside change-oriented leadership. A leader is someone who fosters and motivates a person or group of other people so that they are

willing, committed and loyal to carry out their duties and responsibilities in achieving previously established organizational goals (Gorda, 2006).

Empowerment carried out by the organization is expected to be able to improve employee performance so that the goals of the organization can be achieved. Employee empowerment covers two very important issues in improving organizational performance, namely the concept of empowerment rooted in employee commitment and trust as a strategy in running the organization. Efforts to face challenges like this require an employee empowerment strategy in this case structural empowerment, based on the view that the efforts made must directly touch the root of the problem, namely improving coaching capabilities and work productivity, which are the lagging parts through development and dynamizing their potential in other words empowerment and coaching (Dianti, 2012).

Research conducted by Febriana Fardilla¹, Murkhana (2018) proves that motivation is influenced by empowerment. The motivation of an employee in an organization can be influenced by several factors. Research conducted by Chipunza et al. (2011), that motivation can be influenced by leadership. The motivation of an employee in an organization can be influenced by several factors. Research conducted by Chipunza et al. (2011), that motivation can be influenced by leadership.

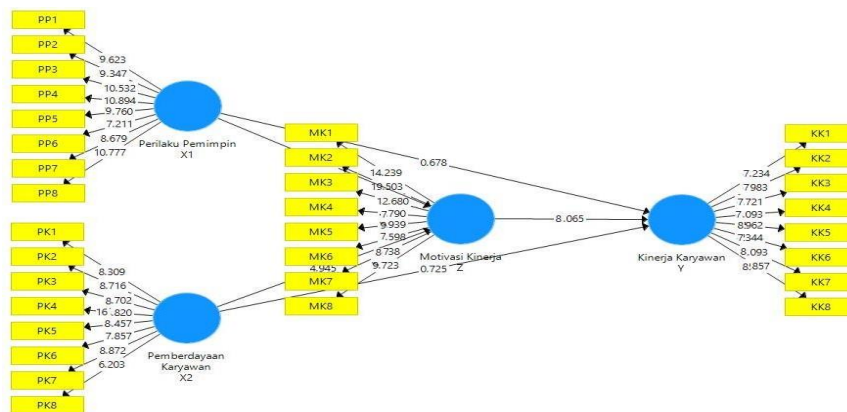
The State Civil Apparatus in its duties and roles as regulated in Law Number 5 of 2014 Article 12 explains that "the role of ASN is as a planner, implementer, and supervisor of the implementation of general government and development tasks through the implementation of public policies and services. The Transportation Service is one of the Regional Apparatus Organizations within the Aru Islands Regency Government which has the task of assisting the Regent in carrying out government affairs in the transportation sector which are the authority of the region and assistance tasks assigned to the region. The Aru Islands Regency Transportation Service has a total of 202 employees, consisting of 56 ASN, 146 Non ASN. As an OPD that carries out public services, including ship services that transport people and goods across islands, parking services, port services, and public services in the transportation sector with measurable retribution revenue targets, the performance of each employee entity is highly expected. The trend of public services and regional retribution revenues has increased over time (2017-2023)

RESEARCH METHOD

The research used in this study is explanatory with a quantitative approach. According to Kotler (2006) explanatory research is a study that aims to test the hypothesis of previous research on causal relationships, in its implementation, causal research is generally carried out with experiments or ex post facto. In addition, this study is intended to test the hypothesis that has been formulated previously. In the end, the results of this study explain the causal relationship between variables through hypothesis testing. This study aims to determine the relationship between four variables, namely the variables of Leader Behavior (X), Employee Empowerment (X2) Employee Performance (Y1), Work Motivation / Mediating Variable (Z), This study is located at the Aru Islands Regency Transportation Service, Jl Raya Pemda No. 1, Pulau-Pulau Aru District, Aru Islands Regency. The population in this study were employees at the Aru Islands Regency Transportation Service of 56 employees (ASN). This population is a finite population, namely a population whose number of population members can be known with certainty

RESULT AND DISCUSSION

Original Outer Model



Based on the processed data, the results can be explained as follows:

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Table 1.Outer Loading Value

Variables	Indicator	Criteria	Outer Loading
EMPLOYEE PERFORMANCE	KK1	>0.7	0.774
	KK2	>0.7	0.752
	KK3	>0.7	0.797
	KK4	>0.7	0.765
	KK5	>0.7	0.884
	KK6	>0.7	0.721
	KK7	>0.7	0.856
	KK8	>0.7	0.874

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	KK6	>0.7	0.721
	KK7	>0.7	0.856
	KK8	>0.7	0.874
WORK MOTIVATION	MK1	>0.7	0.834
	MK2	>0.7	0.881
	MK3	>0.7	0.843
	MK4	>0.7	0.769
	MK5	>0.7	0.790
	MK6	>0.7	0.879
	MK7	>0.7	0.722
	MK8	>0.7	0.767
EMPLOYEE EMPOWERMENT	PK1	>0.7	0.838
	PK2	>0.7	0.757

	PK3	>0.7	0.833
	PK4	>0.7	0.795
	PK5	>0.7	0.752
	PK6	>0.7	0.777
	PK7	>0.7	0.803
	PK8	>0.7	0.721
BEHAVIORL EADER	PP1	>0.7	0.898
	PP2	>0.7	0.737
	PP3	>0.7	0.798
	PP4	>0.7	0.835
	PP5	>0.7	0.700
	PP6	>0.7	0.722
	PP7	>0.7	0.834
	PP8	>0.7	0.873

Source: Primary Data processed 2024

Table 1 shows that there are no outer loading indicator values <0.7 , all modified outer loading values have met the criteria in the reliability test of the indicator, namely >0.7 , so that all indicators can be said to be reliable.

Table 2. Cross Loading Values

	Employee Performance _Y	Performance Motivation_Z	Employee Empowerment _X2	Leader Behavior_X1
KK1	0.874	0.784	0.817	0.765
KK2	0.752	0.765	0.755	0.712
KK3	0.797	0.851	0.792	0.756
KK4	0.765	0.639	0.698	0.619
KK5	0.684	0.513	0.519	0.669
KK6	0.621	0.594	0.549	0.539
KK7	0.556	0.798	0.537	0.561
KK8	0.774	0.583	0.644	0.787
MK1	0.712	0.834	0.740	0.661

MK2	0.753	0.881	0.679	0.671
MK3	0.884	0.843	0.610	0.525
MK4	0.693	0.669	0.544	0.756
MK5	0.592	0.790	0.507	0.803
MK6	0.765	0.679	0.531	0.607
MK7	0.587	0.622	0.766	0.641
MK8	0.322	0.767	0.522	0.870
PK1	0.862	0.881	0.538	0.538
PK2	0.889	0.817	0.557	0.885
PK3	0.603	0.795	0.533	0.787
PK4	0.589	0.630	0.695	0.707
PK5	0.508	0.578	0.752	0.724
PK6	0.737	0.734	0.677	0.699
PK7	0.733	0.509	0.803	0.506

Source: Primary Data processed 2024

One of the criteria used in testing discriminant validity is the cross loading value of each indicator on the measured variable, the variable must be greater than the cross loading on other latent variables. Based on table 4.4, it shows that the cross loading value on the indicators of this research model has met the criteria in the discriminant validity test and can be declared valid.

Table 3. Composite Reliability

Variables	Criteria	Composite Reliability
Employee Performance_Y	>0.60	0.777
Performance Motivation_Z		0.785
Employee Empowerment_X2		0.848
Leader Behavior_X1		0.849

Source: Primary Data processed 2022

Table 3 shows that the composite reliability value of each variable in this study is >0.60, so it is concluded that the criteria in the internal consistency reliability test have been met and can be declared reliable.

Table 4. R-Square Value

Variables	R-Square
Employee Performance_Y	0.720
Performance Motivation_Z	0.690

Source: Primary Data processed 2023

Based on table 4, it shows that the performance and motivation variables each have an R-Square value of 0.720 and 0.690, so this research model is declared moderate, which means that leadership behavior, employee empowerment, and performance are able to explain the work motivation variable by 72%, and the leadership behavior, employee empowerment, and performance variables are able to explain the variable by 69%.

Table 5. Path Coefficients Values

Variables	Employee Performance_Y	Performance Motivation_Z
Employee Performance_Y		
Performance Motivation_Z	0.656	
Employee Empowerment_X2	0.716	0.548
Leader Behavior_X1	0.552	0.433

Source: Primary Data processed 2022

Table 5 shows that several variables have moderate significance because the path coefficient values of all variables are >0 and approaching +1.

Fit Model

Model fit evaluation is used to measure the suitability of the model using the Normed Fit Index (NFI) value. In this study, the result of the NFI value is 0.775, meaning that the suitability of the model in this study reached 77.5%.

Table 6. T-Statistic values of direct effect and indirect effect

Influence	T Statistics	P values
Performance Motivation_Z -> Employee Performance_Y	2,065	0.004
Employee Empowerment_X2 -> Employee Performance_Y	2.725	0.008
Employee Empowerment_X2 -> Performance Motivation_Z	2.436	0.015
Leader Behavior_X1 -> Employee Performance_Y	3.497	0.000
Leader Behavior_X1 -> Performance Motivation_Z	2,671	0.008
Employee Empowerment_X2 -> Performance Motivation_Z -> Employee	3,949	0.000

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Performance_Y		
Leader Behavior_X1 -> Performance Motivation_Z -> Employee Performance_Y	3.957	0.000

Source: Primary Data processed 2024

H1: Leader behavior has a positive and significant impact on employee performance.

The hypothesis proposed in this study states that Transformational Leadership has a positive and significant effect on Performance. Based on the results of the hypothesis test, the t-statistic value is 3.497, where the P-Value value is 0.000, which is smaller than the significance level of 0.000. This means that Leadership Behavior has a positive and significant effect on Performance. Thus, the first hypothesis proposed in this study is accepted.

H2: Employee Empowerment has a Positive and Significant Influence on Performance

The hypothesis proposed in this study states that Employee Empowerment has a positive effect on performance. Based on the results of the hypothesis test, the t-statistic value is 2.725, where the P-Value value is 0.008, which is greater than the significance level of 0.05. This means that employee empowerment has a positive and significant effect on employee performance. Thus, the fourth hypothesis proposed in this study is accepted.

H3: Leader behavior has a positive and significant influence on work motivation.

The hypothesis proposed in this study states that the behavior of the dreamer has a positive and significant effect on performance motivation. Based on the results of the hypothesis testing, the t-statistic value is 2.671, where the P-Value value is 0.008, which is smaller than the significance level of 0.05. This means that the behavior of the leader has a positive and significant effect on work motivation. Thus, the second hypothesis proposed in this study is accepted.

H4: Employee empowerment has a positive and significant effect on work motivation.

The hypothesis proposed in this study states that work motivation has a positive and significant effect on Performance. Based on the results of the hypothesis testing, it shows a

value of and t-statistic of 2,065, where the P-Value of 0.004 is smaller than the significance level of 0.05. This means that Work Motivation has a positive and significant effect on Performance. Thus, the third hypothesis proposed in this study is accepted.

H5: MotivationWork has a positive and significant influence on employee performance

The hypothesis proposed in this study states that Employee Empowerment has a positive effect on Work Motivation. Based on the results of the hypothesis test, the t-statistic value is 2.671, where the P-Value value is 0.008, which is greater than the significance level of 0.05. This means that employee empowerment has a positive and significant effect on Performance Motivation. Thus, the fifth hypothesis proposed in this study is accepted.

H6: The effect of employee empowerment on employee performance through work motivation

Based on the test results, it states that employee empowerment has a significant effect on employee performance through work motivation as a mediating variable with the results of the hypothesis test showing a t-statistic value of 3.945 where the P-Value value of 0.000 is smaller than the significance level of 0.05. Thus, the sixth hypothesis proposed in this study is accepted.

H7: Influence leader behavior towards employee performance through work motivation

Based on the test results, it states that leader behavior has a significant effect on employee performance through work motivation as a mediating variable with the results of the hypothesis test showing a t-statistic value of 3.957 where the P-Value value of 0.000 is smaller than the significance level of 0.05. Thus, the sixth hypothesis proposed in this study is accepted.

CONCLUSION

Leader behavior has a positive and significant effect on performance. This means that the better the leader's behavior, the better the performance of employees of the Aru Islands

Regency Transportation Agency. Employee empowerment has a positive and significant effect on performance. This means that the more employee empowerment is carried out, the better the performance of employees of the Aru Islands Regency Transportation Agency. Leader behavior has a positive and significant effect on work motivation. This means that the better the leader's behavior, the better the work motivation of employees of the Aru Islands Regency Transportation Agency. Employee empowerment has a positive and significant effect on work motivation. This means that the more employee empowerment is carried out, the better the work motivation of employees of the Aru Islands Regency Transportation Agency. Work motivation has a positive and significant effect on performance. This means that the higher the work motivation, the higher the performance of employees of the Aru Islands Regency Transportation Agency. Leader behavior has a positive and significant effect on performance mediated by work motivation. This means that work motivation plays a role as a mediator, where work motivation influences the behavior of leaders who are able to encourage increased performance of employees of the Aru Islands Regency Transportation Service. Employee empowerment has a positive and significant effect on performance mediated by work motivation. This means that work motivation plays a role as a mediator, where work motivation influences employee empowerment who are able to encourage increased performance of employees of the Aru Islands Regency Transportation Service.

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