

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office



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**ABSTRACT:** The purpose of this study was to analyse: (1) The Effect of Leadership Style on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office; (2) The Effect of Work Motivation on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office; (3) The Effect of Leadership Style and Work Motivation on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office. The method in this study uses a quantitative associative approach, the number of samples in this study were 50 respondents by taking all employees. The data collection technique in this study used a questionnaire or questionnaire distributed to Perum Bulog employees at the Padang Sidempuan City Branch Office. Data analysis techniques using multiple linear regression, classical assumption test, t test, f test and coefficient of determination. Data processing in this study using SPSS 25.00 for windows. Based on the results of the study, it shows that the Leadership Style partially has a significant effect on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office. Then Work Motivation has a significant effect on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office. Leadership Style and Work Motivation simultaneously have a significant effect on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office.

**KEYWORDS:** Leadership Style; Work Motivation; Employee Performance.

### I. INTRODUCTION

Human resources are a very important part of the company in achieving its goals. The progress or decline of the company depends on the human resources it has. Qualified human resources will have a positive influence on the company through their good performance, but on the other hand, unqualified human resources will have an unfavourable influence on the company and even seem to hinder it.

The company must really pay attention to its human resources considering its huge role for the company through its performance, because it is one of the responsibilities of the company to pay serious attention to its human resources.

Sabrina, R. (2021) states that the main key in developing an organization effectively and efficiently lies in performance appraisal. According to Mangkunegara (2017) performance is the quality and quantity of work achieved by a person in carrying out his duties in accordance with the responsibilities given to him.

The company's human resources are not only employees but also leaders, therefore, leadership style affects employee performance, while employee motivation also affects employee performance itself.

Leadership style is a way for leaders to influence, direct, motivate, and control subordinates in a certain way, so that subordinates can complete tasks effectively and efficiently. (Siagian & Khair, 2018).

Besides the leadership style that can influence and be a factor in creating optimal employee performance, there are also other factors such as work motivation. Farisi, S., Irnawati, J. & Fahmi, M. (2020) explains that motivation is the willingness to expend the highest level of effort for company goals, which is conditioned by the ability to fulfil several individual needs. Based on the information above, motivation is related to enthusiasm, it also involves a person's feelings that are influenced by something that can be a reason for achieving a goal or desire.

Aruan, D. A. (2013) said that it is important for employees to have motivation at work in order to perform optimal work for themselves and the company, motivation will provide opportunities for employees to channel individual egos and strengthen employee commitment to the company, and of course improve employee performance.

With a good leadership style and motivation, employee performance will be better. As the findings Fernanda, R. (2016) that work motivation and leadership style affect employee performance.

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

Perum Bulog (Perusahaan Umum Badan Urusan Logistik) is a food agency in Indonesia that takes care of certain food trading systems, to secure food supply. Perum Bulog has branch offices in various cities, one of which is the Padang Sidempuan City branch office.

Based on the results of an initial survey conducted at Perum Bulog Padang Sidempuan City Branch Office, it was found that employee performance was not optimal where services according to duties and functions had not been felt by the community at large, especially by farmers. This is related to the problem that the leadership style has not been able to increase employee motivation to work enthusiastically, even though the leadership has motivated employees to work, but because it lacks emphasis and sees the results of this encouragement, causing the work motivation of employees to not increase. Employee work motivation in Perum Bulog Padang Sidempuan City is less than optimal, it can be seen from some employees who are often late for work, work too casually or pay less attention to company targets and tasks.

## II. THEORETICAL FOUNDATION

### 1. Performance

According to Muis, M. R., Jufrizen, J., & Fahmi, M. (2018) Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets / goals or criteria that have been determined in advance and agreed upon.

Then according to Saripuddin, J., & Handayani, R. (2018) states that performance is an activity or work process based on the ability to obtain the expected results. In contrast to the understanding conveyed by Arianty, N. (2014) He stated that performance is the result of work that can be achieved by a person or group of people in the organisation. In accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organisation concerned legally, not against the law and in accordance with morals and ethics.

Lakoy, A. C. (2015) states that performance is a display of the overall state of the company during a certain period of time, which is the result or achievement that is influenced by the company's operational activities in utilising its resources. According to Mangkunegara (2017) performance is the result of work in quality and quantity that a person achieves in carrying out his duties in accordance with the responsibilities given to him.

Mangkunegara (2017) states that employee performance is influenced by three factors, namely:

1. Individual factors consisting of: Ability and skills, Background, Demographics.
2. Psychological factors consisting of: Perception, *Attitude Personality*, Learning, Motivation.
3. Organisational factors consisting of: Resources, Leadership style, Rewards, Structure, *Job design*.

According to Astuti, R., & Sari, I. (2018) there are several factors that affect the performance of an employee including the following:

1. Ability

Ability is a person's level of skill in doing something.

2. Compensation

Compensation is the reciprocity that a person gets in any form because that person has produced goods or services that are needed by others.

3. Training

Training is a process of teaching someone something repeatedly so that the person can do what is taught properly and correctly.

Performance is essentially what employees do or do not do. Employee performance is what affects how much they contribute to the organisation. Performance indicators according to Arismunandar, M. F., & Khair, H. (2020) are as follows:

1. Quality & Quantity

Quality is a measure of whether or not an employee's performance on something is good, while quantity is more about how much or how little an employee can do.

2. Timeliness

The definition of timeliness is doing something or waiting for something that is in accordance with what is expected or does not exceed the predetermined time limit.

3. Cost-effectiveness

The purpose of cost-effectiveness is to reduce the level of unnecessary expenditure without affecting the main objectives.

4. Surveillance

Supervision is a supervisory activity carried out by superiors so that the operational implementation of an institution can run properly.

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

### 5. Relationships between colleagues

Coworker relations are interactions between two or more employees to facilitate the process of getting to know each other which has an impact on increasing the resulting performance.

## 2. Leadership Style

Retrieved from Ryani, P. (2019) Leadership style means attitude, movement, behaviour, beautiful attitude, gestures of good value, strength, ability to do good. As well as Hartanto, A. (2016) argues that leadership style is the ability to influence others through communication, both direct and indirect, with the intention of moving people so that with full understanding, awareness, and pleasure they are willing to follow the will of the leader.

Retrieved from Dirham (2019) Leadership style is an action of a leader to influence others, able to communicate clearly so that the planned goals can be achieved with good results. Then Astuti, W. (2008) states that leadership style is how a leader behaves in his leadership style so that it can influence employees to carry out their duties to the optimal level of achievement or performance.

While Nurjaya et al. (2020) stated that leadership style is a process of influencing in determining organisational goals, motivating follower behaviour to achieve goals, influencing to improve the group and its culture.

In an effort to influence an individual or group of individuals, Ryani, P. (2019) suggests four factors that influence leadership style, namely:

#### 1. Charisma

Providing a vision and mission, generating a sense of pride, gaining respect and trust.

#### 2. Inspiration

Communicate high expectations, use symbols to focus efforts, express important goals in a simple way.

#### 3. Intellectual simulation

Can demonstrate intelligence, rationality, careful problem-solving.

#### 4. Paying attention to staff individually

Can show personal attention, treat employees individually, coach, advise.

Leadership style or *style of leadership* is the way a leader carries out his leadership function or carries out his management function in leading his subordinates. According to Mattayang, B. (2019) the types of leadership styles are as follows:

#### 1. Democratic Leadership Style

Democratic leadership style is an ability to influence others to be willing to work together in achieving predetermined goals in various ways or activities that can be carried out which are determined together between subordinates and leaders.

#### 2. Delegative Leadership Style

The delegative leadership style has the characteristics that the leader will rarely give directions, decision makers are left to subordinates, and members of the organisation are expected to solve all their own problems.

#### 3. Bureaucratic Leadership Style

This bureaucratic leadership style is characterised by the statement "Leading by the rules".

#### 4. *Laissez Faire* Leadership Style

This style will encourage members' ability to take initiative.

#### 5. Authoritarian Leadership Style

This style is a style of leader who has concentrated all decisions and policies that he wants to take from himself in full.

#### 6. Charismatic leadership style

The advantage of this charismatic leadership style is that it attracts people. They will be fascinated by his way of speaking that will arouse enthusiasm. Usually leaders with this personality style will be visionaries.

Meanwhile, according to Astuti, W. (2008) indicators of leadership style are:

#### 1. Pay attention to the needs of subordinates

The needs of subordinates in this case are recognition as part of a successful team, fair and equitable policies, comfortable work environment, career growth, training and quality of life.

#### 2. Empathy towards subordinates

Listen well to subordinates' conversations, accept subordinates' points of view, and be sensitive to subordinates' feelings.

#### 3. Create an atmosphere of mutual trust

Leaders and subordinates are open to each other in terms of work problems that are being experienced and provide solutions to each other.

#### 4. Have a friendly attitude

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

Establish good communication, not arrogant, not arbitrary, willing to listen to the opinions of subordinates.

### 5. Fostering subordinate participation in decision-making

Leaders provide space for subordinates to participate in decision-making.

### 3. Work Motivation

Muhammad, M. (2016) explains that motivation is a change in energy within a person characterized by a drive that comes from a person to achieve goals. Then according to Emda, A. (2017) Motivation is a series of efforts to provide certain conditions, so that someone wants and wants to do something and if he doesn't like it, he will try to negate or avoid that feeling of dislike.

According to Saripuddin, J., & Handayani, R. (2018) Work motivation is a mental attitude or condition of a person where that person feels moved to do a job assigned to him, so that it can affect the ability and ability of employees to do work. While Bahri, S. & Nisa, Y. C. (2017) states that motivation is one of the things that affects human behaviour, motivation is also referred to as a driver, desire, supporter or needs that can make someone excited and motivated to reduce and fulfill their own impulses.

Retrieved from Paputungan, F. R. (2013) argued that motivation is a condition that moves employees who are directed to achieve organizational goals. Bachtiar, D. (2012) Bachtiar, D. (2012) stated that basically if the company wants to achieve optimal performance in accordance with the predetermined target, the company must motivate employees so that employees are willing and willing to devote their energy and thoughts to work. This means that if the motivation provided by the company is good, it will have a positive effect on employee performance.

Motivation is interpreted as a drive that comes from the soul and can then be implemented into behaviour towards achieving needs that provide satisfaction and reduce imbalance in a person. Then Mangkunegara (2017) states that motivation is a condition that moves employees to be able to achieve their goals and motives.

Hutahaeen, H. S. M. (2018) suggests that the purpose of work motivation is :

1. To foster motive, which is defined as a tendency to activity,
2. To foster *drive*
3. For self-adjustment, self-adjustment is said to satisfy motives.

Hutahaeen, H. S. M. (2018) suggests factors that influence motivation, namely:

1. *Need*
2. *Expectancy*
3. Interests.

Motivation or encouragement to work optimally is very decisive in order to achieve a goal, so company resources must be able to foster the highest possible work motivation.

According to Bahri, S. & Nisa, Y. C. (2017) the factors that influence motivation are:

1. Possibility to grow
2. Type of work
3. Do they feel proud to be part of the company they work for.

Mangkunegara (2017) states that the indicators of work motivation are as follows:

1. Hard work  
Have a burning passion and have the will and ability to achieve personal targets that are considered a little beyond their limits.
2. Future orientation  
Having a picture of the future that is realised in the form of implementing plans prepared by individuals to achieve predetermined goals.
3. Time utilisation  
Use time effectively and efficiently to get the most out of each job.
4. Task orientation and task seriousness  
Always adhere to the obligations given and strive to complete their duties to the best of their ability.
5. Relationship with colleagues  
Coworker relationships are interactions between two or more people to facilitate the process of getting to know each other, which results in increased motivation.

### Conceptual Framework

#### 1. The Effect of Leadership Style on Employee Performance

Leadership style plays a very important role in the formation of a new character in a company because leadership style is created to regulate, supervise, understand the conditions of subordinates, then decide on the next action by a company leader. Therefore, a company leader needs to do research so that it is not wrong in determining the style in leading a company, because if it is wrong

## **Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office**

in choosing a leadership style, what will happen is disharmony in the company. As a result, there will be ineffectiveness in working by human resources in the company and of course will result in non-optimal employee performance.

Based on the results of research conducted by Siagian, T. S., & Khair, H. (2018) that leadership style has a positive and insignificant effect on employee performance. The results of research conducted by Tirtayasa, S. (2019) stated that leadership style has a significant effect on employee performance.

Arianty, N. (2019) also stated that leadership has a significant effect on performance. While the results of research Trang, D. S. (2013) states that leadership style affects employee performance but is not significant. stated that leadership style affects employee performance but is not significant.

### **2. The Effect of Work Motivation on Employee Performance**

It is important for an employee to have good work motivation and high performance towards the agency where he works, especially in the midst of the phenomenon of employee welfare which is increasingly being improved and paid special attention by the state. Employees who have high motivation will have a significant contribution in determining whether an employee wants to give the best performance in the organization.

Based on research conducted by Saripuddin, J. & Handayani, R. (2018) which states that motivation affects employee performance. Followed by research conducted by Tirtayasa, S. (2019) stated that motivation has a positive and insignificant effect on employee performance variables.

Wahyudi (2019) stated that work motivation can improve employee performance. Jufrizen & Sitorus, T. S. (2021) stated that work motivation has a significant effect on employee performance. stated that work motivation has a significant effect on employee performance.

Meanwhile, with research conducted by Juniantara, I. W., & Riana, I. G. (2015) found that motivation has a positive and significant effect on employee performance. Likewise, research conducted by Permansari, R. (2013) found that partially motivation has a positive and significant effect on performance.

### **3. The Effect of Leadership Style and Work Motivation on Employee Performance**

In accordance with the previous description that based on previous research that leadership style and work motivation partially have an influence on employee performance. Thus it can be predicted that leadership style and motivation together can affect employee performance.

This has been known from research conducted by Fernanda, R. (2016) who found that work motivation and leadership style together have a significant effect on employee performance. Likewise with research Indriyati, E. S. (2017) which also found that leadership style and motivation together have a significant effect on employee performance. who also found that leadership style and motivation together have a significant effect on employee performance.

## **III. RESEARCH METHODOLOGY**

The approach in this research is to use associative and quantitative approaches. According to Juliandi et al. (2015) associative approach is a research approach where the researcher aims to analyse the problem that there is a relationship between a variable and another variable. According to Sugiyono (2015) quantitative research methods are methods used to examine a population or sample using statistics, with the ultimate goal of testing the truth of a previously established hypothesis.

According to Sugiyono (2018) population is a generalisation area consisting of: objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees at Perum Bulog Padang Sidempuan City Branch Office, totalling 50 people.

The sample in this study was determined based on the theory (Arikunto, S., 2012) if the population is less than 100 people, then the sample is taken as a whole, but if the population is greater than 100 people, then 10 - 15% or 20-25% of the population can be taken. Thus, the sample in this study used a total sampling technique of 50 permanent employees. The data collection techniques used are:

1. Questionnaire (Angket) , namely data by making a list of questions in the form of a questionnaire addressed to employees of Perum Bulog Padang Sidempuan City Branch Office using a Likert scale with a checklist form, where each question has 5 options.
2. Documentation data is studying existing documents in the company regarding a brief history of the company and the organisational structure and number of employees in the company.
3. Observation, is one of the data collection techniques by observing various problems that exist at Perum Bulog Padang Sidempuan City Branch Office to be used as one of the research materials.

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

The analysis technique used in this research is Multiple Linear Regression analysis with the equation:  
 $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$

(Juliandi et al., 2014) Where:

Y = Performance  
 X1 = Leadership  
 style X2 = Work Motivation  
 $\beta_1, \beta_2$  = the coefficient of each variable  
 e = Error Terms

### IV. RESEARCH RESULTS

#### Classical Assumption Test

Before going further into multiple linear regression, we first carry out a classic assumption test. The purpose of the classical assumption test is to see whether a variable is normal or not, this can be seen from the data distribution if a variable is normal, the data distribution is normal with the following criteria:

##### a. Data Normality

Data normality testing is carried out whether in the regression model, the independent variable and the dependent variable have a normal influence or not.

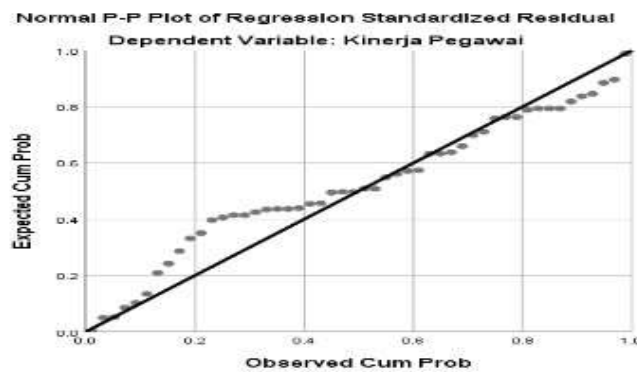


Figure 4. 1 Data Normality Test Results

Source: SPSS 25.00 Data Processing Results

Based on the normal p-plot graph shown in the picture above, the graph pattern is said to be normal because it looks like the points spread around the diagonal line and follow the direction of the line, it can be concluded that the regression model has fulfilled the normality test.

##### b. Multicollinearity Test

The multicollinearity test is used to test whether there is a strong relationship between the dependent variables.

Table 4. 1 Multicollinearity Test Results

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.991	1.010
	Work Motivation	.991	1.010

a. Dependent Variable: Employee Performance

Source: SPSS 25.00 Data Processing Results (2022)

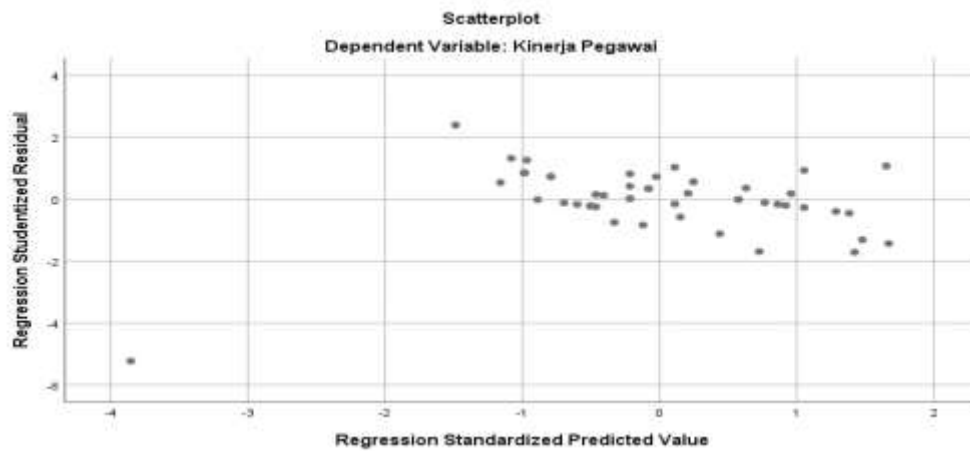
Based on table 4.12, it can be seen that the leadership style variable has a tolerance value of 0.991 > 0.10 and a VIF value of 1,010 < 5. The work motivation variable has a tolerance value of 0.991 > 0.10 and a VIF value of 1,010 < 5. From each variable has a tolerance value > 0.10 and a VIF value < 5, it can thus be concluded that there are no symptoms of multicollinearity in this study.



## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

### C. Heteroscedasticity Test

The heteroscedasticity test is used to test whether in the regression model, there is an inequality of variance and residuals from one observation to another. A good model is that heteroscedasticity does not occur. The basis of analysis is that there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity, while if there is a certain pattern, such as points that form a certain regular pattern, then it indicates that heteroscedasticity has occurred.



**Figure 4. 2 Heteroscedasticity Test Results**

Source: SPSS 25.00 Data Processing Results

From figure 4.2 above, it can be seen that the points spread randomly, and do not form a clear regular pattern, and are scattered both above and below the number 0 on the Y axis. thus "no heteroscedasticity" in the regression table. A good model is that no heteroscedasticity occurs.

### Multiple Linear Regression Analysis

The data analysis technique used to determine the effect of the independent variable on the dependent variable. This study uses two independent variables, namely leadership style and work motivation and has one dependent variable, namely employee performance.

**Table 4. 2 Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.431	7.558		6.805	.000
	Leadership Style	.130	.112	.150	2.163	.001
	Work Motivation	.575	.170	.437	3.391	.002

a. Dependent Variable: Employee Performance

Source: SPSS 25.00 Data Processing Results

From table 4.13 above, it can be seen that the linear regression equation model is as follows:

$$Y = 51.431 + 0.130X_1 + 0.575X_2$$

Description:

1. The constant value is 51.431, indicating that the independent variables, namely leadership style and work motivation, are constant and have not changed (equal to 0), so the constant is 51.431.
2. The leadership style regression coefficient value is 0.130, indicating that if the leadership style increases, it will increase the leadership style constant on performance by 0.130%.
3. The regression coefficient value of work motivation is 0.575, indicating that if work motivation increases, it will increase the constant work motivation on performance by 0.575%.

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

### Hypothesis Testing

#### a. Test t (partial)

The T test is conducted to test whether the variable (X) partially or individually has a significant relationship or not to the dependent variable (Y). as for the formula explained is reject  $H_0$  if the probability value  $<$  significant level of 0.05 ( $\text{sig} < \alpha$  0.05) means that there is a significant relationship between the independent variable (X) and the dependent variable (Y). Reject  $H_0$  if the probability  $>$  significant level of 0.05 means that there is no significant relationship between the independent variable (X) and the dependent variable (Y).

**Table 4. 3 Test t (Partial)**

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.431	7.558		6.805	.000
	Leadership Style	.130	.112	.150	2.163	.001
	Work Motivation	.575	.170	.437	3.391	.002

a. Dependent Variable: Employee Performance

Source: SPSS 25.00 Data Processing Results

#### 1. The Effect of Leadership Style on Employee Performance

The Effect of Leadership Style (X1) on Employee Performance (Y) Based on table 4.14 above, the tcount for the leadership style variable is 2.163 for an error of 5% for a 2party test and  $dk = n-k-1$  ( $50-2-1 = 47$ ), obtained t table 1.678. If  $t_{\text{count}} > t_{\text{table}}$  then there is a significant influence between X1 and Y, and vice versa if  $t_{\text{count}} < t_{\text{table}}$  then there is no significant influence between X1 and Y, in this case  $t_{\text{count}} = 2,163 > t_{\text{table}} = 1,678$ . This means that there is an influence between leadership style and employee performance at Perum Bulog Padang Sidempuan City Branch Office.

#### 2. The Effect of Work Motivation on Employee Performance

Based on table 4.14 above, the tcount for the work motivation variable is 3.391 for an error of 5% for a 2-party test and  $dk = n-k-1$  ( $50-2-1 = 47$ ), obtained t table 1.678. If  $t_{\text{count}} > t_{\text{table}}$  then there is a significant influence between X2 and Y, and vice versa if  $t_{\text{count}} < t_{\text{table}}$  then there is no significant influence between X2 and Y, in this case  $t_{\text{count}} = 3.391 > t_{\text{table}} = 1.678$ . This means that there is a significant influence between work motivation on employee performance at Perum Bulog Padang Sidempuan City Branch Office.

#### b. F Test (Simultaneous)

This F (Simultaneous) test is conducted to determine whether the independent variables together have a significant effect on the dependent variable and at the same time test the second hypothesis. Based on the results of SPSS 25.00 data processing, the following data can be obtained:

**Table 4. 4 F Test (Simultaneous)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.335	2	45.167	6.875	.002 <sup>b</sup>
	Residuals	308.785	47	6.570		
	Total	399.120	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Leadership Style

Source: SPSS 25.00 Data Processing Results

From the results of table 4.15 above, the f value is 6.875 then the sig value is 0.002.

Based on the results of the F (Simultaneous) test above, it is obtained that the  $f_{\text{count}}$  for the leadership style and work motivation variables is 6.875 for the entire test sample of 2 variables and  $dk = n-k-1$  ( $50-2-1=47$ ), obtained  $f_{\text{table}} 3.200$ . If  $f_{\text{count}} > f_{\text{table}}$  then there is a significant influence between X1 and X2 on Y, and vice versa if  $f_{\text{count}} < f_{\text{table}}$  then there is no significant effect between X1 and X2 on Y. In this case  $f_{\text{count}} = 6.875 > f_{\text{table}} = 3.200$ .



## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

### Test Coefficient of Determination (R-Square)

Identification of determination ( $R^2$ ) serves to determine the significance of the variable, the coefficient of determination ( $R^2$ ) must be sought. The coefficient of determination shows the magnitude of the contribution of the independent variable to the dependent variable. The greater the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination ( $R^2$ ) is greater (close to one), it can be said that the influence of the independent variable is large on the dependent variable. This means that the model used is stronger to explain the effect of the independent variables studied on the dependent variable. The value of the coefficient of determination can be seen in the table below:

Table 4. 5 Determination Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 <sup>a</sup>	.526	.493	35.563
a. Predictors: (Constant), Work Motivation, Leadership Style				
b. Dependent Variable: Employee Performance				

Source: SPSS 25.00 Data Processing Results (2022)

Based on table 4.16 above, it can be seen that the value of R square is 0.526 which means 52.6% and this states that the variables of leadership style and work motivation have an influence on employee performance by 52.6% and the remaining  $100\% - 52.6\% = 47.4\%$  which means 47.4% is influenced by factors that are not raised in this study. From this statement we can see that in this study the independent variable is very influential on the dependent variable.

## DISCUSSION

The findings below obtained by researchers after conducting various tests and data processing will be seen how they match the theories that have been previously disclosed and also research conducted by others before. The following is a more detailed explanation of the results of the research conducted by the researcher:

### 1. The Effect of Leadership Style on Employee Performance

Based on the results of testing the effect of leadership style on employee performance, it is shown by the tcount value which is smaller than the ttable, namely  $t_{count} = 2.163 > t_{table} = 1.678$  and the probability value of t, namely sig, is 0.001 while the previously set  $\alpha$  significant level is

0.05, the sig value is  $0.001 < 0.05$  so  $H_0$  is rejected. From this explanation it can be concluded that partially there is a significant influence between leadership style and employee performance.

In other words, leadership style has a significant effect on employee performance at Perum Bulog Padang Sidempuan City Branch Office. According to Dirham (2019) Leadership style is an action of a leader to influence others, able to communicate clearly so that the planned goals can be achieved with good results. The results of this study are in accordance with previous research conducted by Tirtayasa, S. (2019), & Arianty, N. (2019) which states that leadership style has a significant effect on employee performance.

### 2. The Effect of Work Motivation on Employee Performance

Based on the results of testing the effect of leadership style on employee performance, it is shown by the tcount value which is greater than the ttable, namely  $t_{count} = 3.391 > t_{table} = 1.678$  and the probability value of t, namely sig is 0.002 while the previously set  $\alpha$  significant level is 0.05, the sig value of  $0.002 < 0.05$  so  $H_0$  is rejected. From this explanation it can be concluded that partially there is an influence and significant between work motivation and employee performance at Perum Bulog Padang Sidempuan City Branch Office. In other words, work motivation has a

Significant effect on employee performance at the Perum Bulog Padang Sidempuan City Branch Office. Work motivation is important in improving performance, because people who have high work motivation will try their best so that their work can succeed as well as possible in order to achieve company goals in accordance with established procedures. (Rozalia et al., 2015).

The results of this study are in accordance with the results of previous research conducted by Jufrizen & Sitorus, T. S. (2021) Saripuddin, J. & Handayani, R. (2018), Juniantara, I. W., & Riana, I. G. (2015) & Permansari, R. (2013) stated that work motivation has a significant effect on employee performance.

## Examining the Performance of Perum Bulog Employees Padang Sidempuan City Branch Office

### 3. The Effect of Leadership Style and Work Motivation on Employee Performance

In this study, leadership style and work motivation have an influence on employee performance at Perum Bulog Padang Sidempuan City Branch Office. Based on the F test table, it is obtained that  $f_{hitung} = 6.875 > f_{tabel} = 3.200$  with a significant level of 0.002 while the previously set  $\alpha$  significant level is 0.05, then the sig value of  $0.002 < \alpha 0.05$  so that  $H_0$  is rejected. Based on this, it can be concluded that Leadership Style and Work Motivation simultaneously have a significant effect on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office.

Then it can be seen from the results of the determination test where the R square value is 0.526 or equal to 52.6% of the percentage value that affects the independent variable (Leadership Style and Work Motivation) on the dependent variable (Employee Performance) while the remaining 47.4% is influenced by other factors not examined in this study.

The results of this study are in accordance with previous research conducted by Fernanda, R. (2016) & Indriyati, E. S. (2017) which found that work motivation and leadership style together have a significant effect on employee performance. who found that work motivation and leadership style together have a significant effect on employee performance.

### V. CONCLUSIONS

Based on the results of the research and discussion that has been stated previously, the following conclusions can be drawn:

1. Partially, the leadership style has a significant effect on employee performance at Perum Bulog Padang Sidempuan City Branch Office.
2. Partially, work motivation has a significant effect on employee performance at Perum Bulog Padang Sidempuan City Branch Office.
3. Simultaneously, Leadership Style and Work Motivation have a significant influence on Employee Performance at Perum Bulog Padang Sidempuan City Branch Office.

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