The Influence of Leadership Style, Work Effectiveness, and Career Development, on Employee Performance in BNN Bogor Regency with Motivation as an Intervening Variable

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leadership style, work effectiveness, and career development are three of several factors that are thought to be relatively large in influencing employee performance at BNN Bogor Regency with motivation as an intervention variable. The research was conducted at BNN Bogor Regency by taking a sample of 85 respondents who were calculated using the Saturated Sempel formula. Methods of data collection with the questionnaire method where the data processed is primary data obtained by data analysis method with multiple linear regression analysis. To determine employee performance can be measured by the variables of leadership style, work effectiveness, and career development and motivation as interventions. The results of this study indicate that leadership style, work effectiveness, and career development and motivation as intervening influence employee performance. this is evidenced by the value of Sig 0.000 > 0.05, it can be concluded that Ho is rejected Ha is accepted, so the conclusion is partially leadership style, work effectiveness, and career development and motivation as interventions that affect employee performance.

Keywords: *Work Effectiveness, Leadership Style, Career Development, Motivation, and Employee Performance.*

Introduction

Human resources are an important factor in an organization or company. In order for management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases (Indriyani, 2018);(Aisyah, 2021);(Samsuni, 2017). Human resources are one of the main assets in an organization, which can make an invaluable contribution in the strategy of achieving organizational goals (Donny Rommy et al., 2022);(Jannah, 2021);(Andriani, 2021).

One example of the importance of the contribution of human resources in a company can be seen from the production process. Where when the company already has strong finances, fulfilled raw materials, and the latest technology but the absence of good human resources, the production process will not run smoothly. Performance is a very important and interesting part because it proves to be very important benefits. Therefore, efforts to improve employee performance are the most serious management

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challenges because the success of achieving goals and maintaining the life of the company depends on the quality of human resource performance in it (Widyaningrum & Widiana, 2020);(Hafizh, 2021);(Riza & Mutiarni, 2022).

Employee work effectiveness is a person's general attitude or condition that is positive towards his organizational life, so it is clear that every leader needs to take various steps so that more and more employees feel satisfied and always enthusiastic at work, which in time will reach the level of employee work effectiveness as expected. Career development is faced with future business challenges in the face of competitors. Career development has an existence in the future that depends on HR because HR must conduct career coaching for workers which is carried out in a planned and sustainable manner every year.

According to Riza (2022), performance is the result or level of success of a person in carrying out tasks compared to work standards, targets, or criteria that have been set. Explain that performance is what employees do or do not do, while performance management includes efforts to improve the performance of a company or organization and individuals and work groups within it (Sugiono, Efendi, & Al-Afgani, 2021);(Alafiah, 2021). Leadership style, behavioral norm that a person uses to influence the behavior of others (Joseph & Huber, 2021).

Define leadership style as the ability to inspire others to contribute maximally to organizational goals (Kusumawati, 2023). Work effectiveness, according to Herizal (2020), measures the extent to which a group or organization succeeds in achieving goals, while the effectiveness of individual or group work in it reflects the level of success in carrying out tasks to achieve the desired goals.

Career development, an increase in an individual's ability to achieve a career plan. While according to Nisrina Ayuni (2015), career development is the process of increasing an individual's work ability in achieving the desired career with prior planning from the organization or leadership. Based on the explanation above, the author is interested in conducting research at BNN Bogor Regency, by setting the title "The Influence of Leadership Style, Work Effectiveness, and Career Development, on Employee Performance at BNN Bogor Regency with Motivation as an Intervening Variable."

The purpose of this study is to determine and analyze the influence of leadership style, work effectiveness, and career development on motivation in BNN Lido and BNN Bogor Regency, as well as to understand the influence of leadership style, work effectiveness, and career development on employee performance in BNN Lido and BNN Bogor Regency. In addition, this study also aims to determine and analyze the influence of motivation on employee performance, as well as to understand the influence of leadership style and work effectiveness through motivation on employee performance at BNN Lido and BNN Bogor Regency.

Research Methods

The Influence of Leadership Style, Work Effectiveness, and Career Development, on Employee Performance in BNN Bogor Regency with Motivation as an Intervening Variable

The type of research used in this study is Quantitative descriptive which seeks to test the influence of independent variables on environmental dependent variables, this research is to test the Influence of Leadership Style, Work Effectiveness, and Career Development on Employee Performance in BNN Bogor Regency with motivation as an intervening variable. There are three research variables, namely, two independent variables and one dependent variable. The first independent variable is leadership style with the symbol X1, the second independent variable is work effectiveness with the symbol X2. The third independent variable is career development with the symbol X3. One dependent variable is Employee Performance with the symbol Y. The framework of the influence of the independent variable on the dependent variable in this study is as follows:
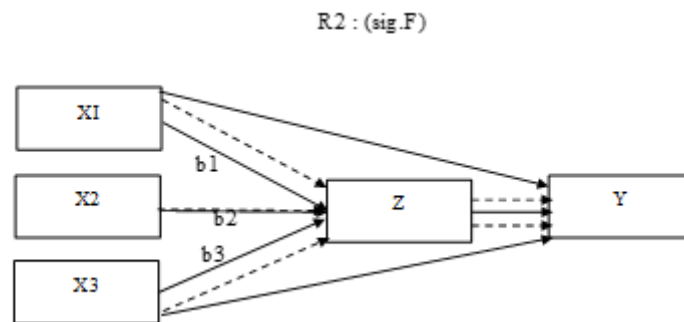
Figure 1. Research Design

The sample is a portion or representative of the population to be studied. Sampling for research if the subject is less than 100 people should be taken all, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more (Arikunto, 2010). The sample in this study was a total of 85 employees in BNN Bogor Regency and BNN LIDO. Sampling is carried out by saturated sample method.

The analysis used in this study is descriptive and verifiative analysis, namely multiple linear regression. Descriptive analysis was performed to describe the research data. Multiple linear regression analysis is used to test the effect of multiple independent variables on a single dependent variable with a metric data type (Interval or Ratio). Before the actual multiple linear regression analysis, the analysis requirements test is carried out, namely the classical assumption test.

The classical assumption test is used to prove that the multiple linear regression model is econometrically acceptable because it satisfies the BLUE (*Best Linear Unbiased Estimator*) estimation, meaning that the assessment is unbiased, linear and consistent. The assumption test consists of normality, linearity, multicollinearity, autocorrelation, and heteroscedasticity tests, which can be explained as follows: 1) Normality Test. 2) Multiccholinerity. 3) Autocorrelation. 4) Heteroscedasticity. 5) Multiple Linear Test. Based on the description above, the framework of influence between variables in this study can be described as follows:
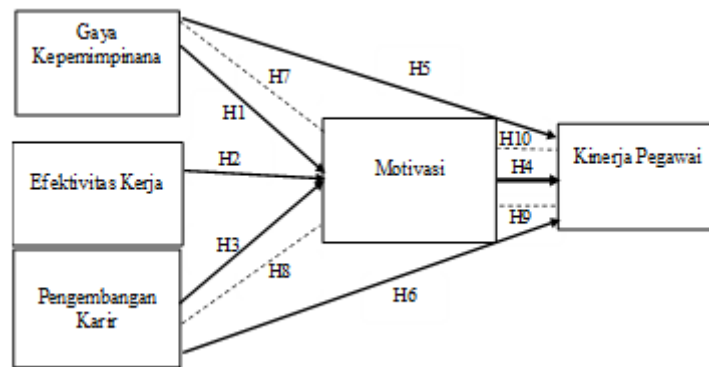
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Figure 2. Research Framework

Results and Discussion

The validity test for the variables Leadership Style, Effectiveness, and Career Development on the performance of employees with motivation as an intervening variable has a correlation value of 0.644 to 0.859 so that the instrument is declared valid. Based on reliability tests using alpha cronbach, values of 0.866 to 0.939 were obtained so that all variables were declared reliable. Multiple linear regression analysis begins with testing the requirements of the analysis and in this study the classical assumption tests used include normality tests, multicollinearity tests, autocorrelation tests, and heteroscedasticity tests carried out on each (Leadership Style (X1), Work Effectiveness (X2), Career Development (X3), Motivation (Z) on Employee Performance (Y)). The results of the analysis requirements test are as follows:

Table 1. Multicollinearity Test Results Multicollinearity Test Results Substructure 1 (Thinking Style (X1), Work Effective (X2), Career Development (X3), Motivation (Z) on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	10.847	2.843		3.815	.00		
Leadership Style	.213	.054	,029	.240	.811	.970	1.031
Work Effectiveness	.104	.188	.005	.041	.967	.992	1.008
Career Development	.142	.093	.184	1.524	.132	.971	1.030

To detect the presence or absence of heterokedasticity used glejzer model. This model is done by progressing the absolute value of ei with an independent variable. All independent variables have no significant effect on the value of the dependent variable (absolute EI). This is indicated by a significance value greater than alpha 5 percent. So it can be stated that, the test model is free from heterokedasticity cases or it can be said that there is no heterokedasticity. The results of this heterokedasticity test can be shown in Table 2.

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Table 2. Heteroscedasticity Test

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	.558	.996		.560	.577
Motivation	.050	.072	.082	.691	.492

As a result of the table above, the sig value for each variable Motivation (Z), 0.492. Because the sig value is greater than 0.05, it is concluded that there is no heteroschedicity.

Coefficient of Determination

Table 3. Coefficient of Determination

			Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.515[a]	.612	.128	1.48181	1.762

Based on the table above, the value of R square is 0.612 indicating that the relationship (Leadership Style (X1), Work Effectiveness (X2), Career Development (X3), with the dependent variable Motivation (Z) in the multiple linear equation model has a simultaneous relationship or 61.2% which means that the variables (Leadership Style (X1), Work Effectiveness (X2), Career Development (X3), have an influence of 61.2% on Motivation (Z). While the remaining 39.8% is the contribution of other variables besides Leadership Style (X1), Work Effectiveness (X2), Career Development (X3), Motivation (Z) to Employee Performance (Y).

Hypothesis Testing

The influence of leadership style (X1) on motivation (Z)

The first hypothesis proposed in this study is that there is an influence of Leadership Style on Motivation in BNN Bogor Regency and Lido extraordinary from the universe. This influence was seen in the multiple regression model Z= 12.847 + 0.329 X1 + 0.284 X2 + 0.196 X3 with a regression value $\beta1 = 0.329$. The hypotheses proposed are:

$$\beta1 = 0; \text{ no effect}$$
$$H1a : \beta1 \neq 0 ; \text{Influential}$$

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that Leadership Style affects employee retention.

The Effect of Work Effectiveness (X2) on Motivation (Z)

The second hypothesis proposed in this study is that Work Effectiveness affects employees in BNN Bogor and Lido regencies. This effect was seen in the multiple regression model Z= 12.847 + 0.329 X1 + 0.284 X2 + 0.196 X3 with a regression value of $\beta2 = 0.284$. The hypotheses proposed are: The following hypotheses:

$$\beta2 = 0; \text{ no effect}$$
$$\beta2 \neq 0; \text{Influential}$$

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that there is an influence of Work Effectiveness on Employee Performance.

The Effect of Career Development on Motivation (Z)

The third hypothesis proposed in this study is that employee status affects the loyalty of BNN Bogor Regency employees and extraordinary Lido from the universe. This influence was seen in the multiple regression model $Z = 12.847 + 0.329 X1 + 0.284 X2 + 0.196 X3$ with a regression value $\beta3 = 0.196$. The hypotheses proposed are:

$$H3o : \beta3 = 0 ; \text{ no influence}$$

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that there is an influence of Career Development on Employee Performance.

The Effect of Motivation on Employee Performance

The fourth hypothesis proposed in this hypothesis is that there is an influence of motivation on employee performance. The effect is shown in the regression value of Employee Performance of $\beta4 = 0.379$ in the multiple linear regression equation model Employee Performance $(Y) = 9.237 + 0.379$ Motivation (Z) The hypothesis proposed is as follows:

$$H4o: \beta4 = 0: \text{ no influence}$$
$$H4o: \beta4 \neq 0: \text{ There is influence}$$

Significant test results show that the fourth hypothesis of the study is accepted which means that there is an influence of motivation on employee performance

Direct and Indirect Influence of Leadership Style, Work Effectiveness and Career Development on Employee Performance at BNN Bogor and Lido Districts with Motivation as an Intervening Variable

The fifth hypothesis proposed in this hypothesis has a direct and indirect influence on the Variables of Leadership Style, Work Effectiveness and Career Development on Employee Performance at BNN Bogor and Lido Regency with Motivation as an Intervening variable.

Managerial Implications

National Narcotics Agency Regulation Number 1 of 2022 concerning Amendments to National Narcotics Agency Regulation Number 5 of 2020 concerning Organization and Work Procedures of the National Narcotics Agency which mandates the National Narcotics Agency Human Resources Development Center (PPSDM BNN) as a human resource competency development institution within BNN in an effort to improve the quality of human resources of BNN personnel. In the National Narcotics Agency Regulation, it is stated that PPSDM BNN has the following duties: "carry out the preparation of plans, implementation and control of human resource competency development programs in the field of P4GN."

In carrying out its duties, PPSDM BNN also carries out functions as "preparation of technical policies, plans and budgets for human resource development programs in the field of P4GN; Preparation and development of curriculum, modules and educational and

training materials; Implementation of human resource development in the field of P4GN; Implementation of competency assessment and certification of technical skills and functional positions in the field of P4GN; Implementation of coordination and cooperation in human resource development in the field of P4GN; Monitoring, evaluating, and reporting on the implementation of human resource development in the field of P4GN; and Implementation of administrative and household affairs of the Center."

The target of all these activities is to increase the contribution of training graduates to improving organizational performance in various positions such as: structural, technical personnel, and functional. In connection with that, all training programs have been prepared based on the results of needs analysis, the design of training programs refers to the competency standards needed by users, competent training organizers, and the availability of representative and up-to-date training facilities and technology.

The problems faced by PPSDM BNN such as the absence of a profile of employee needs for competency development; Competency needs mapping has not been carried out in the work unit; The existing positions in BNN are not in accordance with the merit of the system; Still the 2022 BNN PPSDM Government Agency Performance Accountability Report 2 The difficulty in fulfilling the HCDP; With the simplification of bureaucracy, it is a challenge for PPSDM to develop various types of functional personnel training. The existence of a Training Institute is an important part of an institution (Government).

In an era full of nuances of competence, the development of human resources in an institution needs to always be improved and maintained in quality, so that they are able to carry out their duties professionally as demanded by the community in the state apparatus. The professionalism of an institution's human resources also greatly determines the success of the organization in the realization of good and clean governance. Good governance is the hope of the Indonesian nation because it is a prerequisite for every government to realize the aspirations of the people and achieve the goals and ideals of the nation.

One of the principles of good state administration is the principle of accountability. BNN as a government institution is obliged to submit a Performance Report of Government Agencies (LKIP) to the President as stipulated in the Regulation of the State Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Performance Reporting and Review Procedures for Performance Reports of Government Agencies and Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System of Government Agencies and as an organizing element state and to account for the implementation of its duties, functions, and roles in the management of resources and policies entrusted to it based on strategic planning stipulated in a Government Agency Performance Accountability System (AKIP System).

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Conclusion

From the findings and discussion of the research, it can be concluded that leadership style, work effectiveness, and career development have a significant influence on employee performance with motivation as an intermediary variable. Motivation mediates the relationship between leadership style, work effectiveness, and career development with employee performance in BNN Bogor and Lido regencies. In addition, leadership style, work effectiveness, and career development also directly affect employee performance. Motivation plays a very important role in determining how well employees perform. Overall, leadership style, work effectiveness, and career development have a significant impact on employee performance with motivation as the mediating variable.

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