

The Impact of Mayor of Bandung's Leadership Style and Communication Strategy on Civil Servants' Motivation and Job Performance in Bandung

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I. INTRODUCTION

A. Background of the Study

The success and achievement of an organization is strongly influenced by the leader's ability in organizing the organization. Regardless of the type of organization that is governed, a leader must be able to wisely make decisions and direct his volunteers to carry out the decision. This is because the organization is a group of individuals who have the same objectives. According to Robbins (2006) the organization is a consciously coordinated social unit with a reactive boundary that can be identified and working continuously to achieve its goals. Therefore, human resources are central figures in any organization or company.

Effective leadership is strongly influenced by the leader's personality. Every leader needs to have aspects of personality that can support his efforts in realizing effective human relationships with members of his organization. The success or failure of an organization is determined by many things, one of which is the leadership that runs within the organization. A successful leader is a leader who is able to become the creator of ideas and incentive for his subordinates by creating an atmosphere and work culture that can spur the growth and development on employee performance and productivity. The Leader has the ability to positively influence his employees to do the work in accordance with the directed in order to achieve the set of goals. The similar situations are applied in formal organizational settings such as government institutions.

In order for the management to run well, government institutions must have knowledgeable and high-skilled employees and full efforts to manage the institution optimally so that employee performance increases. According to Budi Setiyawan and Waridin (2006) performance of employees is the result or performance of employees who are assessed in terms of quality and quantity

Abstract—This study aims to determine whether the leadership style and communication strategy of a mayor can affect the motivation and job performance of the civil servants working under him/her. To answer the main objective of the study, it is necessary to know the style of leadership and communication strategies implemented by the Mayor of Bandung. In addition, it is necessary to measure the level of work motivation and job performance of Bandung civil servants (PNS). By measuring the main variables of the research all the hypotheses can be tested. This research hypothesizes that leadership styles and communication strategies can influence the motivation and job performance of the employees.

This study used quantitative method as its research design. Quantitative approach is done by distributing questionnaires to several government agencies in Bandung. A self-administered questionnaire was constructed and distributed to 90 civil servants in the city of Bandung. The collected data was processed and analyzed using SPSS in order to test the hypotheses of the study.

As for the output of this research, researchers found that Leadership Style has the highest satisfaction level of 79.6%, followed by Job Motivation 78.8%, Communication Strategy 78.5%, and Job Performance 76.3%. The results of the relationship analysis among the research variables found that there is a strong relationship between Leadership Style and Work Motivation and between Communication Strategy and Working Motivation. In addition there is also a strong relationship between Work Motivation and Job Performance. While the impact analysis found that there is a significant influence by the Style of Leadership on Work Motivation and by the Communication Strategy on Work Motivation. In addition, the same analysis also gives an indication that the Communication Strategy gives a greater influence on Work Motivation when compared with the Leadership Style. As the output of the two variables, researchers found that Employee Performance is significantly influenced by Working Motivation of the employees.

Keywords—Leadership Style, Communication Strategy, Motivation, Job Performance.

based on work standards determined by the organization. Good performance is the optimal performance, that is, performance that conforms to the organization's standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capability of its human resources, as it is a key factor in improving employee performance. In this case, the role of employees under the responsibility of government institutions also play a crucial role in the performance and attainment of their institutions.

To maximize the performance and attainment of employees in government institutions, the need for a competent leader is ever increasing. A bureaucrat or a regional leader is usually affected and restricted by a system and certain pattern. The leadership style and bureaucratic communication approach often refers to existing systems and patterns, so they tend to control, direct, explain, and give instruction (Ihsan, 2011). However, every leader in a government institution has and implements a different style of leadership. They also use the communication approach they deem appropriate to their leadership style. Each style of leadership and communication strategy they apply will have different impact on their employees.

In Bandung for instance, Ridwan Kamil as Mayor of Bandung is considered as a leader that is highly admired not only by the people of Bandung but also by the people throughout Indonesia. Since being elected as the Mayor of Bandung, Mr. Ridwan Kamil has implemented various breakthroughs by applying various governmental work programs in the middle of a bureaucratic stalemate. Since being inaugurated as mayor in 2013, he made a breakthrough by reviving the city gardens, giving fines to smokers in public places, to speeding up the birth certificate for his citizens. Although the move was sometimes confronted by various obstacles, his architecture background has helped him to innovate policies that has never been done his predecessors. He once delivered a speech in front of 400 young leaders in which he stated that his breakthroughs are made to inspire the people of Bandung which can be used as an inspiration for other mayors in the world. Ridwan with the background of this architect presented a new breakthrough for eight months he led the city of Bandung with a collaboration system with citizens, city equipment such as police, military, and prosecutors.

As part of his communication strategies, Ridwan Kamil often transmit effective way through social media to interact directly with citizens of Bandung and government apparatus so that meeting not need to be held every day. With Twitter through social media, government officials can discuss the problem and handling the city of Bandung. To support the program, Ridwan Kamil revives 4000 point wi-fi hot spots throughout Bandung. Emil also launched many programs and publicised them on his official facebook account. Ridwan Kamil seeks to merge with the community and listen to their complaints through social media. In addition to routinely updating the city policy through his account, he

is also actively utilize his twitter account for governmental purposes. Emil twitter account away from the impression of keeping a distance with the people, it is entertaining with natural and relaxed way of communication. The Mayor has realized that the citizens of Bandung are now internet literate, thus drive the municipal government to create a specialized application for complaints that are easily accessible by the citizens of Bandung.

All these policies of Ridwan Kamil symbolizes his leadership style and communication strategy not only in the eyes of the people of Bandung, but also in the eyes of civil servants who are working directly under his commands. Therefore, the main question of this research is whether the policies implemented have a positive impact on the subordinates working directly under the leadership of Ridwan Kamil.

B. Research Questions

Based on the stated research background, this study therefore address the following research questions:

1. Which leadership style does Ridwan Kamil apply?
2. What communication strategies used by Ridwan Kamil?
3. How high is the level of working motivation of the civil servants in Bandung?
4. How is the job performance of civil servants of Bandung?
5. Is there any relationship between leadership style and communication strategy of Ridwan Kamil with the motivation and performance of Bandung civil servant?

C. Research Objectives

This research has several main objectives, namely:

1. To know the leadership style applied by Ridwan Kamil.
2. To know the communication strategies used by Ridwan Kamil.
3. To determine the level of working motivation of the civil servants in Bandung.
4. To determine the job performance of civil servants in Bandung.

5. To confirm the relationship between leadership style and communication strategy of Ridwan Kamil with the motivation and performance of Bandung civil servant.

II. LITERATURE REVIEW

The main objective of this study is to see whether leadership style can affect the employees' job performance. By putting the working motivation as a mediating variable then this section will discuss the variables one by one before discussing the relationship between the variables.

A. Leadership Style

The style of leadership is the norm of behavior one uses when one tries to influence others as it sees (Thoah, 1993). Most people consider leadership style to be a type of leadership. This is stated among others by Siagian (2003) that one's leadership style is identical with the type of leadership of the person concerned. Wahjosumidjo (1994) added that the behavior of leaders in the process of decision-making and problem-solving is according to one's leadership style.

The styles are characterised as follows:

1. Directive Leadership style is the ability to influence others to willingly work together to achieve the goals that have been determined collectively under the command of the leader.
2. Consultative leadership style is the ability to influence others to willingly work together to achieve the objectives that have been established by various activities in which the leader are open to inputs or suggestions from the subordinates.
3. Participatory leadership style is the ability to influence others to willingly work together to achieve the goals that have been established through activities performed jointly between the leadership and subordinates.
4. Delegative leadership style is the ability to influence others to willingly work together to achieve the goals that have been established through various activities which the leader carefully assigned to the subordinates.

B. Job Performance

Performance can be interpreted as a description of the level of achievement of the implementation of an activity in realizing the goals, objectives, mission and vision of the organization. According to Dessler (1997), performance is a

procedure that includes (1) determination of performance standards; (2) assessment of the actual performance of employees in connection with these standards; (3) provide feedback to employees for the purpose of motivating the person to eliminate performance deterioration or continue to perform even better. Regarding employee job performance measures, Ranupandojo and Husnan (2000) explain the concept in some aspects that include:

1. Quality of work is the quality of work based on established standards. The quality of work is measured by indicators of quality accuracy, process accuracy, skills and work success.
2. Quantity of work is the number of work results in accordance with the existing work time, which need to be considered not only the results but how quickly the work can be resolved. In another word, the quantity of work includes output and how quickly it can be accomplished.
3. The ability to properly following instructions, making initiative, being diligent, and having cautious attitude.
4. Attitudes of the employees toward company and their employment within the organization.

C. The Impact of Leadership Style towards Job Performance

Leadership style is a way that is used by an individual in influencing a group of people or subordinates to work together effortlessly with vigor and confidence to achieve the goals set. The success of an organization both as a whole and as a group within an organization, depends on the effectiveness of leadership within the organization. It can be said that the quality of leadership in an organization plays a very dominant role in the success of the organization in achieving its objectives especially seen in the performance of its employees (Siagian, 1999).

Many reserachers have found that there is a strong relationship between the attitude of the leader and performance of his/her followers. Good leader inspires people, motivates them and brings out the best out the people in their surrounding. The core definition of leadership capability assumes as the ability of influencing a group of people towards achieving organisational goals. Thus, the behaviour of a leader, the style that he chooses to adopt can have an affect on the working processes and outcomes, and the way tasks are completed within the organizational settings. In other words, leadership style can have a significant effect on employees' work performance.

Leaders in the organization must have advantages over their subordinates, for instance, a leader must know how to motivate their subordinates actively, with great effort to

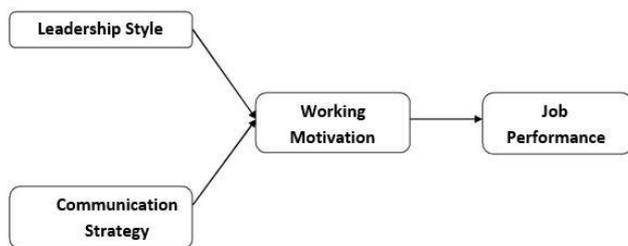
achieve the established goals. However, just mobilizing all employees is not enough, so there is a need for encouragement to the employees have a great interest in his job. On this basis as long as the leader's attention is directed to his subordinates, then the performance of employees will be high.

D. Conceptual Framework

Referring to the research objectives and literature review, the researcher visualize the relationship between all the major variables into a conceptual framework. In the framework below (Figure 2.1) it can be seen that Leadership Style and Communication Strategy are placed as Independent Variable, Working Motivation as Mediating Variable, and Employee Performance as Dependent Variable. In other words, this research assumes that leadership style and communication strategy of a leader can influence work motivation of its employees which will affect the performance of the employees.

Figure 2.1

Conceptual Framework



III. METHOD PENELITIAN

A. Research Design

The approach used in this research consists of two stages, namely positivistic approach and constructivist approach. Positivistic approach is the approach where the researchers see the reality objectively and researchers should as far as possible to distance themselves from the subjectivity of the researchers. While the constructivist approach is the approach where the connection between the researchers and the reality studied is always bridged by certain values (Kriyantono, 2012).

This study used both approaches in sequence and not simultaneously. The positivistic approach will be used when measuring the main concepts of this study and with the intention to generalize. Constructivist approaches was used while analyzing why the conclusions or outcomes of the positivistic approach occur. The analysis was done subjectively based on interviews with the informants specified.

B. Research Methodology

This research used mixed method as the basic method. Mixed method is understood as a combination of quantitative and qualitative methods. Data processing in this research is done by quantitative and qualitative analysis based on existing the problematic issues (Creswell, 2010). The type of quantitative method in this research is descriptive in nature which is done by survey, which is the research when the data is obtained from the sample of a certain population bu using the questionnaire. The survey used is a cross sectional survey, when the data is only collected in a certain time to describe the condition of the population (Purwanto and Sulistyastuti, 2007).

Quantitative approach is used in this research to measure several main variables, namely (1) Bandung Mayor's leadership style, (2) Bandung Mayor's communication strategy, (3) work motivation of the Civil Servants of Bandung City, and (4) the job performance of the Civil Servants of Bandung City. While qualitative method in this research is done by descriptive analysis that by collecting facts and elaborate them thoroughly according to issues investigated (Bungin, 2010). Qualitative method in this study aims to find out why and how the results of quantitative occur.

C. Population and Sample

The population in this research are the Civil Servants of Bandung City. Civil Servants (PNS) selected are the employees who have worked for at least one year in the city of Bandung. From the data recorded in the government office of Bandung, there are 21,786 people who are employed as the civil servants in Bandung. The random sampling technique is used to determine the required number of the samples. The number of samples is calculated using the Slovin formula. With reference to the formula with a significance level of 5%, then the maximum number of samples is 380 people and at least 20 people. Since to the characteristics of the civil servants in Bandung city is quite homogeneous, therefore, the researchers decided that the number of samples are as many as 90 civil servants who are placed in several government agencies in the city of Bandung. For the qualitative approach, this study conducted in-depth interviews and FGDs with some senior officials in Bandung.

D. Variables of the Research

This study has three main variables, namely Independent Variables (Leadership Style and Communication Strategy), Mediating Variable (Working Motivation) and Dependent Variable (Performance). Variables and Indicators in this study can be seen in the following Table 3.1.

Tabel 3.1. Variables and Indicators

Variabel	Indikator
Independent	- Gaya Kepemimpinan Walikota Bandung - Strategi Komunikasi Walikota Bandung
Mediating	- Motivasi Bekerja PNS Kota Bandung
Dependent	- Kinerja PNS Kota Bandung

Source : Researcher, 2017

E. Validity and Reliability Test

An instrument can be classified to be valid if can be used to measure what should be measured (Sugiyono, 2001). To validate the instrument, this researh used a test score of correlation value of each item question with the total score of the questionnaire. Correlation technique used was the Product Moment Correlation technique from Pearson, whis intended is to achieve wether the correlation value of each question is significant. If the value of correlation is greater than the correlation table then it can be said to be a valid question item.

Reliability is an index that indicates the extent to which a gauge can be trusted. Reliability shows the extent to which the measurement results remain consistent when measured twice or more against the same patterns with the same measuring instrument (Ancok, 1993). The reliability test by the cronbach alpha method is performed for the interval data type. To test the reliability and validity in this research, the researcher took 20 samples. The validity and reliability testing was done using the SPSS 17.0 for windows program.

F. Data Analysis

Since this research used mixed method design, therefore, the analysis techniques consist of both quantitative analysis technique and qualitative analysis technique. Both of the analyses were done sequentially, after first quantitative data was collected and analyzed, then the qualitative data wasvobtained from the results of indepth interview and Focus Group

Discussion (FGD). The type of quantitative analysis used in this study was the descriptive analysis, which describes the characteristics of the population or phenomenon being studied. The analysis aimed to predict or estimate a particular circumstances by using the measurements of means and percentages. Apart from the descriptive statistical analysis, researchers also used inferential statistics. The purpose of this analytical technique is to find the relationships between two or more variables and to confirm the effect of each variable. As for the qualitative analysis, Miles and Huberman (1984)

approaches was used by applying data reduction, data display, conclusion and verification.

IV. RESULTS AND DISCUSSIONS

The main objective of this study is to look at the influence of leadership style and communication strategy towards the motivation and performance of the employees he leads. To be able to meet the purpose of this study, researchers have included four variables into the research instrument. Each variable is measured using 10 items in the form of a statement. The results of descriptive analysis of research data are described as follows:

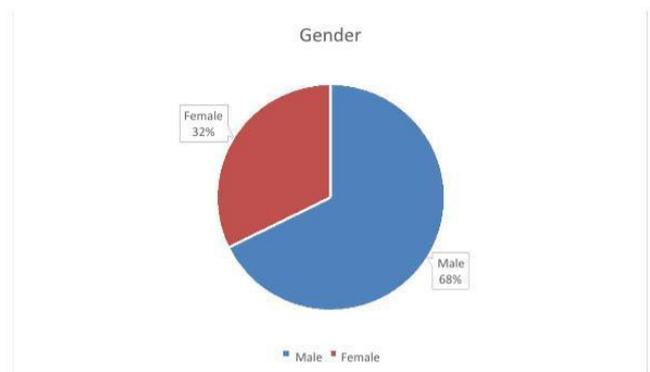
A. Profile of the Respondents

This study involved 93 Civil Servants (PNS) who served in various government agencies in Bandung. The following is the description of the profile of respondents by sex, age group, agencies, working position, and experience of working as a civil servant.

Gender

On the total of 93 Civil Servants (PNS) involved, 67.7% of them were male employees, the rest (32.3%) were female employees.

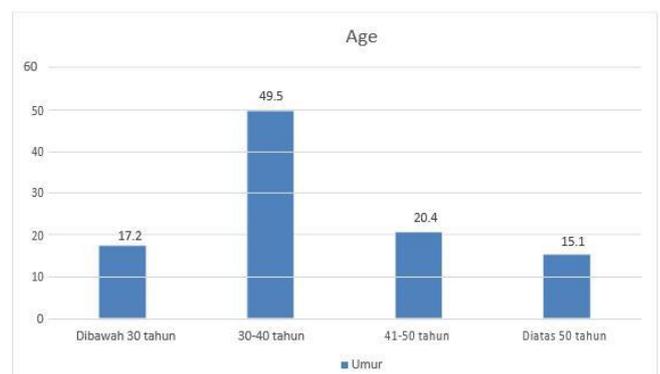
Figure 4.1
Gender of the Respondents



Age Group

Almost half of the 93 civil servants involved were aged between 30-40 years (49.5%), followed by civil servants aged between 41-50 years (20.4%), below 30 years (17.2%), and over 50 years old (15.1%).

Bar Graph 4.2
Age Group of the Respondent



Working Unit/Division

Based on the respondents' agencies, the Civil Servants (PNS) involved in this research are spread in several government agencies such as the City of Bandung Employment and Training Personnel (BKPP), Women & Child Protection and Community Empowerment (DP3APM), Department of Manpower, and other service-department of Bandung. More can be seen in Table 4.1 below.

Table 4.1
Respondents Agencies

Agencies	Frequency	Percent
Badan Layanan Pengadaan	1	1.1
Bagian Organisasi	1	1.1
Bagian Perencanaan	1	1.1
Bidang Pengendali	2	2.2
Bina Angkutan	4	4.3
BKD	3	3.2
BKPP	7	7.5
BPKA	4	4.3
BPPD	5	5.4
DDPTSP	1	1.1
Dinas Pendidikan	3	3.2
Dinas Perumahan	5	5.4
Dinsos	5	5.4
Disdik	5	5.4
Disdukcapil	3	3.2
Disnaker	6	6.5
Dispora	3	3.2
Dispusipda	5	5.4
DLHK	3	3.2
DP3APM	7	7.5
DPKAD	1	1.1
DPP	1	1.1
DPU	3	3.2
Kecamatan	4	4.3
Kesra	2	2.2
Pemkek	1	1.1
Pemkot	1	1.1
Penataan Kota	2	2.2
Perekonomian	1	1.1
Satpol	2	2.2
Setda	1	1.1
Total	93	100.0

Working Position

Most of the Civil Servants (PNS) involved in this research served as Staff (20.4%), Implementers (16.1%), and General Functionalities (16.1%). More can be seen in Table 4.2 below.

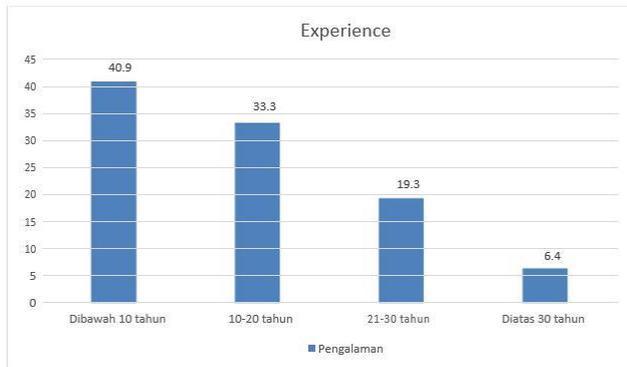
Table 4.2
Position of the Respondents

Position	Frequency	Percent
Administrasi Umum	2	2.2
Analisis	2	2.2
Bina Angkutan	3	3.2
Fungsional Umum	15	16.1
Guru	3	3.2
Kasubag	5	5.4
Pelaksana	15	16.1
Pendaftaran	2	2.2
Petugas Pengendalian	2	2.2
Bagian Penetapan	3	2.2
Staff	20	20.4
Lain-Lain	21	21.3
Total	93	100.0

Experience as Civil Servants

Most of the Civil Servants (PNS) involved in the study have worked as civil servants for less than 10 years (40.9%), between 10-20 years (33.3%), between 21-30 years (19.3%) and over 30 years (6.4%).

Bar Graph 4.3
Experience as Civil Servants



B. Leadership Style

This section aims to measure the leadership style used by the Mayor of Bandung while on duty. The results of the descriptive analysis found that generally the Civil Servants (PNS) are satisfied (79.6%) with the leadership style applied by the Mayor of Bandung. Among the 10 items asked, respondents gave the highest rating for the statement 'Leader always give clear instructions to employees' (82.3%). In addition to this statement, four other statements also got a very satisfactory score (above 80%). The rest are shown on Table 4.1.

Table 4.3
Leadership Style

No.	Statements	Mean	% Overall
1	Pemimpin selalu memberikan intruksi yang jelas kepada pegawai	3.29	82.3
2	Pemimpin mendorong pegawai agar terbuka kepada atasan	3.20	80.1
3	Pemimpin meluangkan waktu untuk berinteraksi secara langsung dengan pegawai	3.19	79.9
4	Pemimpin memperlakukan semua pegawai secara sama dan adil	3.15	78.8
5	Pemimpin dengan seksama mengawasi pekerjaan pegawai	3.11	77.7
6	Pemimpin memberikan kebebasan dan keleluasaan pada pegawai dalam berkreasi	3.23	80.7
7	Pemimpin memberikan solusi kepada pegawai bagi masalah yang dihadapi	3.23	80.7
8	Pemimpin melibatkan pegawai dalam pengambilan keputusan	3.02	75.6
9	Pemimpin menghargai usaha dan kontribusi pegawai	3.18	79.6
10	Pemimpin pandai untuk membawa diri dalam interaksi informal dengan pegawai	3.24	80.9
	Overall	3.18	79.6

C. Communication Strategy

This section aims to measure communication strategy used by the Mayor of Bandung when having direct (face-to-face) or indirect (mediated) interaction with the Civil Servants (PNS) of Bandung. The result of the descriptive analysis found that generally the Civil Servant are satisfied (78.5%) with communication strategy applied by Mayor of Bandung. Among the 10 items asked, respondents gave the highest rating for the statement 'Employees felt the benefits of using social media when interacting with the leader' (81.5%) and 'Leader gives direct support to the employees' (81.2%). The rest are shown on Table 4.4 below.

Table 4.4
Communication Strategy

No.	Statements	Mean	% Overall
1	Pemimpin aktif dalam melakukan komunikasi dua arah dengan pegawai	3.19	79.9
2	Komunikasi yang dilakukan pemimpin selalu berorientasi pada pekerjaan	2.91	72.9
3	Pemimpin memberikan dukungan langsung kepada pegawai	3.25	81.2
4	Pegawai tidak menemui kesulitan untuk melakukan interaksi langsung dengan pemimpin	3.03	75.8
5	Pemimpin fleksibel pada saat melakukan interaksi formal maupun informal dengan pegawai	3.17	79.3
6	Pemimpin selalu memberikan informasi yang lengkap dan menyeluruh kepada pegawai	3.09	77.1
7	Pegawai merasakan manfaat penggunaan media sosial pada saat berinteraksi dengan pemimpin	3.26	81.5
8	Pemimpin berusaha untuk mendapatkan pendapat dari pegawai	3.11	77.7
9	Pemimpin bersedia dan mampu menjelaskan instruksi yang diberikan pada pegawai	3.19	79.9
10	Pegawai selalu mengkomunikasikan hasil evaluasi kinerja pegawai dengan seksama	3.19	79.9
	Overall	3.13	78.5

D. Working Motivation

This section aims to measure the motivation level of Civil Servants (PNS) at their work environment. The result of the descriptive analysis found that generally the Civil Servants (PNS) have high work motivation (78.8%). Among the 10 items asked, the respondents gave the highest score for the statement 'Employees are trying to improve productivity at work', statement 'Employees are willing to help co-workers who need help', statement 'Employees are always striving to create better work environment '. All three of these statements get an overall percentage score of 83.1%. The rest are shown on Table 4.5 below.

Table 4.5
Working Motivation

No.	Statements	Mean	% Overall
1	Pegawai yakin telah bekerja ditempat yang diinginkan	3.02	75.6
2	Pegawai mempunyai kemauan yang tinggi untuk mencapai target institusi	3.27	81.7
3	Pegawai mempunyai inisiatif untuk mencoba hal baru saat melakukan pekerjaan	3.23	80.7
4	Pegawai berusaha untuk meningkatkan produktivitas pada saat bekerja	3.32	83.1
5	Pegawai bersedia untuk membantu rekan kerja yang membutuhkan pertolongan	3.32	83.1
6	Pegawai tidak mudah mengeluh mengenai hal-hal kecil	2.99	74.7
7	Pegawai dapat melakukan pekerjaan dengan baik walaupun dengan pengawasan yang minim	3.14	78.5
8	Pegawai terdorong untuk bersaing dengan rekan kerja	2.94	73.4
9	Pegawai berusaha untuk mencari solusi permasalahan dengan sendirinya	2.96	73.9
10	Pegawai selalu berusaha untuk meraih prestasi yang lebih baik dilingkungan kerja	3.32	83.1
Overall		3.15	78.8

E. Job Performance

This section aims to measure the performance of Civil Servants (PNS) Bandung at their work place. The result of the descriptive analysis found that generally the performance of Civil Servants (PNS) is quite high (76.3%). Among the 10 items asked, the respondents gave the highest score for the statement 'Employees have contributed in accordance with institutional expectations' (79.0%). However, one statement for this variable gets a score below 70%, namely, 'Employees can complete the workload with no errors'. The rest are shown on Table 4.6 below.

Table 4.6
Job Performance

No.	Statements	Mean	% Overall
1	Pelaksanaan pekerjaan pegawai sesuai dengan target institusi	3.11	77.7
2	Produktivitas dan kualitas kerja pegawai sesuai dengan tuntutan institusi	3.07	76.6
3	Pegawai dapat menyelesaikan beban kerja dengan tanpa kesalahan	2.74	68.6
4	Pegawai dapat menyelesaikan pekerjaan dengan tepat waktu	3.14	78.5
5	Pegawai sudah memberikan kontribusi yang sesuai dengan harapan institusi	3.16	79.0
6	Pegawai diberikan pekerjaan yang sesuai dengan posisi dan keahlian	3.00	75.0
7	Pegawai dapat menjaga konsistensi produktivitas pada saat bekerja	3.09	77.1
8	Pegawai kerap mendapatkan apresiasi atas capaian pekerjaan	3.02	75.6
9	Hasil pekerjaan yang dihasilkan pegawai sesuai dengan standar institusi	3.12	78.0
10	Pegawai kerap meraih prestasi dilingkungan kerja	3.08	76.9
Overall		3.05	76.3

F. Overall Analysis of All Variables

There are four main variables included and analyzed in this study, such as Leadership Style, Communication Strategy, Work Motivation, and Employee Job Performance. The results of the descriptive analysis (Table 4.7) found that Leadership Style has the highest score that is 79.6%, followed by Work Motivation 78.8%, Communication Strategy 78.5%, and Employee Job Performance 76.3%.

Table 4.7
Overall Research Variables

No.	Variables	Mean	% Overall
1	Leadership Style	3.18	79.6
2	Communication Strategy	3.13	78.5
3	Work Motivation	3.15	78.8
4	Job Performance	3.05	76.3
Overall		3.13	78.3

G. Inferential Analyses

To test whether there is a relationship and influence among the research variables, the researchers used inferential statistics analysis such as Bivariate Correlations and Multiple Regressions. The result of bivariate correlation test (Table 4.8) found that there is a strong relationship between Leadership Style and Work Motivation ($r = 0.763$ $p = 0.000$) and between Communication Strategy and Working Motivation ($r = 0.767$, $p = 0.000$). In addition there is also a strong relationship between Work Motivation and Employee Performance ($r = 0.662$, $p=0.000$). The results of the correlation analysis found that there is significant relationships between the four variables that are included in the study.

Table 4.8
Results of Bivariate Correlations

		Leadership Style	Communication Strategy	Work Motivation	Job Performance
Leadership Style	r	1	0.847	0.736	0.700
	p		0.000	0.000	0.000
	N	93	93	93	93
Communication Strategy	r	0.847	1	0.767	0.590
	p	0.000		0.000	0.000
	N	93	93	93	93
Work Motivation	r	0.736	0.767	1	0.662
	p	0.000	0.000		0.000
	N	93	93	93	93
Job Performance	r	0.700	0.590	0.662	1
	p	0.000	0.000	0.000	
	N	93	93	93	93

With significant relationships among all variables of the study, the researchers test whether there is influence between the Independent Variables (Leadership Style and Communication Strategy) and the Mediating Variable (Working Motivation). The results of Multiple Regressions analysis (Table 4.9) found that there is a significant influence by the Leadership Style on Work Motivation ($t = 2.505$, $p = 0.014$) and by the Communication Strategy on

Work Motivation ($t = 4.120$, $p = 0.000$). In addition, the same analysis also gives an indication that the Communication Strategy (Beta = 0.506) gives a greater influence on Work Motivation as compared to Leadership Style (Beta = 0.308).

Table 4.9
Results of Multiple Regressions

Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.131	.171		6.608	.000
	Leadership Style	.245	.098	.308	2.505	.014
	Communication Strategy	.395	.096	.506	4.120	.000

H. Discussions

To discuss the results of this study, researchers combined quantitative results and the results of Focus Group Discussion (qualitative) by reconnecting with the results of literature reviews that have been done previously. The high level of satisfaction with the four variables contained in this study indicates the existence of alignment between leaders and employees within the government. More precisely the style and communication strategies applied by leaders have a significant influence on the motivation and performance of the employees they lead. In the end, employees work motivation give effect towards the performance of the employees.

According to the employees (the results of the FGDs), the way in which their leader (in this case the Mayor of Bandung) conveyed good command and messages in which this trait has a positive impact on their working motivation. At the same time, direct approach (face-to-face) as well as the mediated approach used by Ridwan Kamil also determine employees' performance at their respective agencies.

V. CONCLUSIONS AND SUGGESTIONS

This section will describe two issues, namely, conclusions and suggestions. The conclusions were obtained based on the results of the study and its discussion, while the suggestions were inspired by the conclusions obtained from this study.

A. Conclusions

The main variables that became the objects of this research are Leadership Style, Communication Strategy, Work Motivation, and Employee Job Performance. The research results found that leadership style has the highest satisfaction level that is 79.6%, followed by Work Motivation 78.8%, Communication Strategy 78.5%, and Employee Job Performance 76.3%.

The results of correlational analyses among the variables found that there is a strong relationship between Leadership Style and Work Motivation and between Communication Strategy and Work Motivation. In addition there is also a strong relationship between Work Motivation and Employee Job Performance. The results of this correlation analysis concluded that there is a significant relationship between the four variables that are included in the study.

With the significant relationships found among all variables of this study, the researchers tested whether there is influence between Independent Variables (Leadership Style and Communication Strategy) and Mediating Variable (Working Motivation). The analysis finds that there is a significant influence by the Leadership Style towards Work Motivation and by the Communication Strategy on Work Motivation. In addition, the same analysis also gives an indication that the Communication Strategy gives a greater influence on Work Motivation as compared to the Leadership Style. As the output of both independent variables, researchers found that Employee Performance is significantly influenced by Working Motivation of the employees.

B. Suggestions

Based on the conclusions of this study, therefore, the researchers suggest to conduct an in-depth explorative study by using a qualitatively approach based on the data obtained from both the results of the questionnaire and Focus Group Discussion (FGD). Explorative studies in question are believed to be able to answer and explain some gap of knowledge that are raised from this study.

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