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**The Influence of Self-leadership and Motivation on Employee Performance of the Directorate General of Taxes**

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**Abstract**

Research at the Directorate General of Taxes aimed to determine how self-leadership and motivation affect performance. This research design was associative causal. The number of samples taken was 394 people, and the determination of the number of samples using the Slovin formula and the simple random sampling method. Information was collected using a Google form questionnaire. The test analysis technique used was SEM-PLS. The test results showed that Self-Leadership and motivation positively and significantly affected employee performance. Self-Leadership had a positive and significant effect on motivation, Motivation mediated the relationship between self-leadership and performance.

**Keywords:** self-leadership, motivation, employee performance

**1. Introduction**

Taxes are the primary means by which most countries' economies generate revenue, taxes play an important role in financing all types of expenditure, including development expenditure. Of course, many resources are needed for national development, and Indonesia has several sources of government revenue to finance. The Republic of Indonesia's State Revenue Law no. 17 concerning state finances in 2003, namely all tax revenues (Gischa, 2020).

The government, through the Directorate General of Taxes, is constantly trying to boost tax collection because of the very important role of taxes in the country's economic development. Human resources, especially tax officials in the form of public sector officials, whose job is to collect tax revenue, improve services, and provide socialization and monitoring in the context of law enforcement regulations in the field of taxation. To increase tax revenue, the performance of employees of the Directorate General of Taxes needs to be improved. Consistent with the statement of Safrina et al. (2018), increased productivity must occur along with the achievement of tax objectives because employee performance is a measure of the success of the tax office in achieving the objectives of the Directorate General of Taxes. Therefore, employee management is important.

Based on data obtained from the World Bank, Indonesia's tax ratio is the second lowest after Myanmar in Southeast Asia. Indonesia's tax ratio is still below 10% or in the single digits. At the same time, most G20 and ASEAN countries are already above 10% or double digits. In 2017, Indonesia's tax ratio stood at 10.7.9% of GDP. The figure then increased to 11.6% in 2018, fell to 106.6% in 2019, and slipped further to 8.33% in 2020.

Meanwhile, in 2021, Indonesia's tax ratio is 9.1%. Even from a historical perspective, we see that the shortfall in tax revenue has been going on for quite some time. CNBC Indonesia reported that tax collection has fallen short of projections every year since 2009.

Based on the pre-survey results, it is known that several variables affect the performance of Directorate General of Taxes employees, namely Self-Leadership and Motivation. It is known that 57% of respondents have not asked for input or advice from others as a form of self-assessment. Then as many as 63% of respondents do not feel that the policies set can appreciate the needs of subordinates. Based on the phenomena and results of the pre-survey above, the research questions related to the influence of self-leadership, and motivation on employee performance at the Directorate General of Taxes, are:

1. Does self-leadership affect the performance of employees of the Directorate General of Taxes?
2. Does motivation affect the performance of employees of the Directorate General of Taxes?
3. Does self-leadership affect the motivation of employees of the Directorate General of Taxes?
4. Does mediating motivation affect self-leadership on the performance of employees of the Directorate General of Taxes?.

## **2. Literature Review**

### *2.1 Self-Leadership*

Self-leadership is the ability to control one's desires, the success of being a leader within oneself, and the success of achieving goals caused by one's ability to control desires, namely coordinating intentions, thoughts as well as actions so that desires can be channelled properly (Antonio et al., 2015). Robbins (Barus, 2022) that self-leadership is a collection process used to control one's behavior. According to Manz (Suryaningsih, 2019), self-leadership itself is influenced by factors that can be seen from two sides, namely from outside and from within oneself, while external influences often appear in the form of gifts, punishments, and rules, either from companies or government agencies, that liberate freedom. Internal influence is about how a person exercises leadership over himself, which is influenced by the individual tendencies of each individual.

According to Neck & Houghton (Marpaung, 2019), self-leadership is the individual's ability to influence, direct, control, and motivate himself (thoughts and behavior) to achieve the goals set,. Both through thought and action. the better the self-leadership, the better the performance (Dewi et al., 2021).

Based on the various interpretations of the definition of self-leadership above, the researcher concludes that self-leadership is a process of influencing oneself to build self-direction, self-control, and self-motivation through self-awareness to complete tasks properly, which are responsible for achieving the goals desired by both himself and the organization. If you already have high self-awareness about it, it can be stated that the individual has high self-leadership.

### *2.2 Motivation*

According to Siagian (Apsari & Syarif, 2022), motivation is the driving force that makes a person willing to exert his ability to do what is in his field to help the group successfully achieve its

goals. McClelland (Ridha, 2020) asserts that individuals have potential energy reserves that can be released or developed depending on their motivation. McClelland argues that three types of needs motivate people: The need for achievement, the need for power, and the need for affiliation. Motivation affects performance (Guruh, 2017; Sulistiyorini, 2020), the results of several studies show that when employees are highly motivated, productivity increases. However, it is also found that motivation does not affect performance (Abdullah, 2018; Sumiati & Purbasari, 2019).

According to Saydam and Kadarisman (Erri & Fajrin, 2018), there are two factors:

1. The internal factors contained in the employees themselves are shown, for example, in the frequent employees being anxious. Lately, there have been many clashes between employees, protests, strikes, and other incidents in various agencies.
2. External factors from outside the employee's self can also affect motivation. Work environment factors are understood as all work areas and infrastructure around employees who do work that can affect the performance of the work itself.

From some of the meanings above, it can be concluded that motivation is the desire or urge that arises in a person and encourages him to take action with a specific goal to achieve satisfaction.

### *2.3 Employee Performance*

Prawirosentono in (Budiyanto & Mochklas, 2020) says that performance is the result of employee work in an organization which is the responsibility of the employee concerned in an organization legally and not against the law, and by existing morals and ethics.

According to Koopmans (Damayanti et al., 2022), employee performance is a habit or behavior related to the goals set by the organization.

Masturi et al (2021) stated that performance (work efficiency) is the result of the quality and quantity of work performed by employees in fulfilling the responsibilities assigned to them. Good performance leads the organization to achieve its goals, both long-term and short-term.

Based on some of the views of these experts, it can be interpreted that the performance of an employee is very closely related to the work done by someone in the organization. The results of this work can be attributed to the quality, quantity and timeliness.

According to Wibowo (Budiyanto & Mochklas, 2020b), the goal of performance is to align individual performance expectations with organizational goals. Matching individual goals with organizational goals enables good performance.

### *2.4 Conceptual Framework and Research Hypothesis*

Self-Leadership influences (Muljono et al., 2015; I. Putra & Sintaasih, 2018). This is because people are naturally motivated to take action due to internal influences, such as follows:

H1: Self-leadership has a positive and significant effect on performance that is influenced by motivation because inspired workers are more likely to make the necessary efforts to fulfill their personal goals and obligations.

The demands of life can be in the form of economic needs, such as having money, or demands for non-economic needs such as getting awards and the desire to be more advanced (Sulistyorini & Pogo, 2020);

H2: Motivation has a positive and significant effect on performance that is self-leadership depends on an individual's approach to a task, inspiration can play a role in making individuals more excited and driven to complete an activity or task.

Self-leadership affects motivation (Hattari & Ariyanto, 2023), strong self-leadership in oneself will direct the person to improve their achievements and performance (Sukrajap & Harahap, 2017).

H3: Self-leadership has a positive and significant effect on motivation; and

H4: Self-leadership has a positive and significant effect on performance mediated by motivation.

Theoretical studies from previous research and these hypotheses are used to develop this framework, depicted in Figure 1.

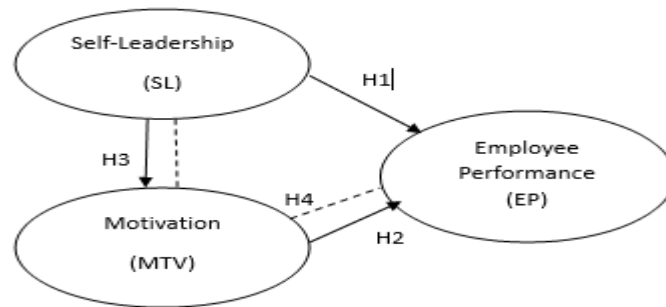


Figure 1. Theoretical Framework

### 3. Research Methodology

#### 3.1 Research Design

The research was conducted on employees with the position category of Administrative Executor, Account Representative, and Objection Reviewer, with as many as 28,543 people. Based on this population, a sample of 394 people was obtained using the Slovin Formula with an error rate of 5%. Probability sampling using a random sampling approach was used for the sample. Google form questionnaire was used to collect primary data. Secondary data were obtained from the World Bank website, DGT Strategic Plan Book 2020-2024, and the Ministry of Finance website.

#### 3.2 Defines Operational Variable

Self-Leadership is a factor that affects performance, and a person must have strong self-leadership to successfully lead himself (Ngebu et al., 2018), According to Neck & Houghton (Marpaung et al., 2019) self-leadership has a self-leadership strategy divided into three: 1). Behaviour Focus Strategy, 2). Natural reward strategy, and 3). Constructive thought strategy

According to Stefan Invanko (Hamli Arif Yusuf, 2018) "defining motivation as a person's desire and energy directed to achieve a goal. McClelland (Ridha, 2020) that three types of needs motivate people: 1). The need for achievement, 2). the need for power, and 3). need for affiliation.

Performance is work done by employees in an organization that is under the scope of the employee concerned, complies with all applicable laws and regulations, and is ethically sound. Koopmans et al. in Ahmad (2018) in their study of the evolution of performance evaluation tools are 1). Task Performance, 2). Contextual Performance, 3). Adaptive Performance, and 4). Counterproductive Work Behaviour.

### *3.3 Analysis Technique*

This research was quantitative, using Structural Equation Model-Partial Least Square (SEM-PLS) analysis technique with the support of the SmartPLS 3.0 application. The inner model and outer model were used for testing. Convergent validity testing is used to test the inner model. According to Chin in Ghozali (2021) a loading factor  $> 0.70$  was considered a valid indicator. Other measurements can be used to assess convergent validity, namely the AVE (Average Variant Extracted) value. The reliability test used in this study was conducted by looking at the consistency reliability of the composite reliability and Cronbach's Alpha values. If Cronbach's Alpha and Composite Reliability were both  $> 0.7$ , then the reliability of the measurement model was good (Ghozali & Latan, 2015).

The inner model used for testing, in the form of the coefficient of determination ( $R^2$ ), predictive-relevance ( $Q^2$ ), Goodness of Fit Index (GoF), and hypothesis testing are all tested in the model. The GoF value criteria were 0.10 indicates a small GoF, 0.25 indicates a medium GoF, and 0.36 indicates that the GoF was large (Ghozali & Latan, 2015). The measurement model had good predictive relevance if the  $Q^2$  value  $> 0$ .

Hypothesis testing was performed based on the results of Bootstrapping analysis with the two-tailed method. The original sample value showed the positive or negative effect of a relationship between variables. As for the two-tile method, it was declared significant if the T-Statistic  $> T$ -table 1.96 or P-Value  $< 0.05$  and declared insignificant if the T-Statistic  $< T$ -table 1.96 or P-Value  $> 0.05$  (Hair et al., 2022).

## **4. Research Results**

### *4.1 Outer Model*

The outer model must be evaluated by checking convergent validity, Composite Reliability, Cronbach's Alpha, and discriminant validity. In Figure 2, the results of convergent validity are obtained, the loading factor value has not met the requirements, and there are still several indicators  $< 0.70$ , so the deletion of several indicators is carried out so that the modified loading factor results can be seen in Figure 3.

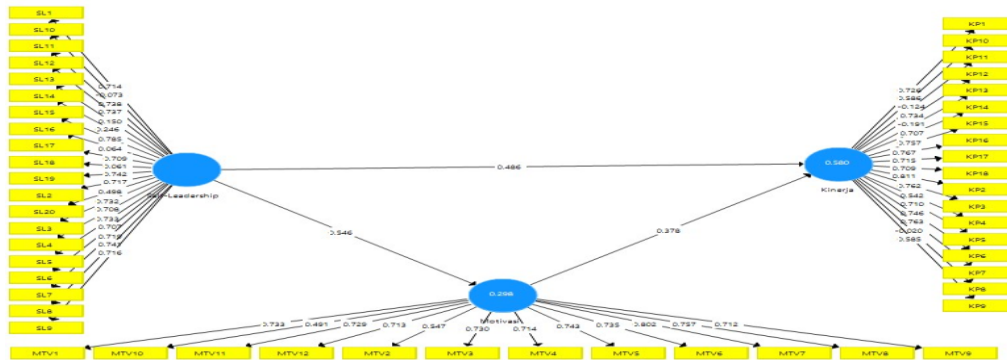


Figure 2. Convergent Validity Test Loading Factor Initial Stage

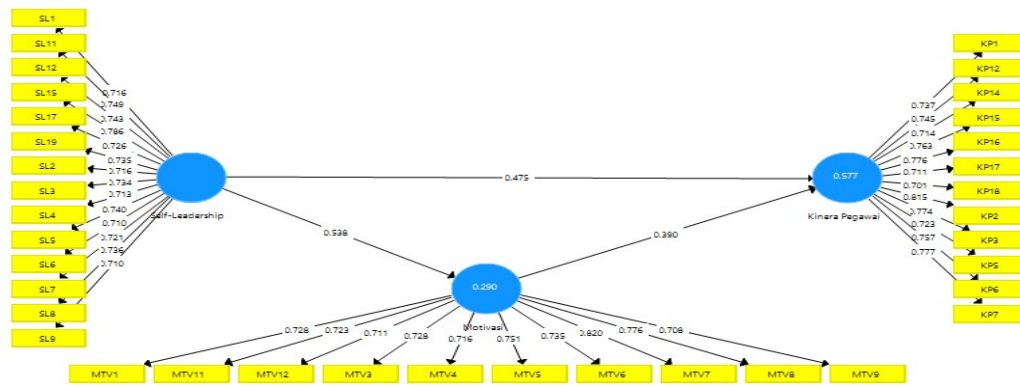


Figure 3. Modified Convergent Validity Loading Factor Test

The subsequent test results of the Composite Reliability, Cronbach's Alpha values in Table 1, provide insight into the consistency of the measurement model used. Composite reliability and Cronbach's alpha are both > 0.7. The reliability of the measurement model used can be said to be high. Likewise, the AVE value that all existing variables Self-Leadership (SL), Motivation (MTV), and Employee performance (EP) have AVE > 0.5, means that the measurement model used has valid constructs.

Table 1. Validity And Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	AVE
SL	0,941	0,933	0,535
MTV	0,924	0,908	0,548
EP	0,939	0,929	0,563

The results of subsequent discriminant validity testing can be determined using the Fornell-Larcker method. Table 2 shows that when tested with the Fornell-Larcker approach, the values

for all variables are greater than the correlation values found between the variables. The variables have been shown to have discriminant validity.

Table 2. Fornell Lacker Test Result

	<b>EP</b>	<b>MTV</b>	<b>SL</b>
<b>EP</b>	<b>0,750</b>		
<b>MTV</b>	0,645	<b>0,740</b>	
<b>SL</b>	0,685	0,538	<b>0,731</b>

4.2. Inner Model

4.2.1 Evaluation of the Coefficient of Determination (R<sup>2</sup>)

The R-square value in Table 3 can be explained that the motivation variable is 0.290, it shows that 29.0% of the motivation variable is influenced by self-leadership, while the remaining 71.0% is influenced by variables other than the variables studied. The R<sup>2</sup> value of the Employee Performance variable is 0.577, self-leadership and motivation variables can influence 57.7% of employee performance variables, while other variables account for the remaining 42.3%.

Table 3. R-square (R<sup>2</sup>) Test Result

<b>Variable</b>	<b>R Square</b>	<b>R Square Adjusted</b>	<b>Category</b>
<b>EP</b>	0,577	0,575	Moderate
<b>MTV</b>	0,290	0,288	Low

4.2.2 Predictive Relevance (Q-Square)

Based on the calculation of predictive relevance (Q<sup>2</sup>) in Table 4 which shows the value of the Employee Performance variable (EP) is 0.320 and the value of the Motivation variable (MTV) is 0.155. The Q<sup>2</sup> value for the two variables above > 0 indicates that the model has some useful predictive power.

Table 4. Predictive Relevance Value Test Results (Q<sup>2</sup>)

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup> (=1-SSE/SS0)</b>
<b>SL</b>	5516.000	5516.000	
<b>MTV</b>	3940.000	3330.964	0.155
<b>EP</b>	4728.000	3213.907	0.320

4.3. Hypothesis Testing

The results of hypothesis testing are the T-Statistics or P-Values values after the Bootstrap SmartPLS application. The hypothesis is accepted if the P-Values <0.05 or T-Statistics > 1.96 indicates that the path coefficient is significant (Hair et al., 2017, 2019).

Table 5. Hypothesis Test Results

<b>Effect of the Hypothesis</b>	<b>Original Sample</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Result</b>
<b>SL → EP</b>	0.475	10.180	0.000	Accepted
<b>MTV → EP</b>	0.390	8.511	0.000	Accepted
<b>SL → MTV</b>	0.538	12.903	0.000	Accepted
<b>SL → MTV → EP</b>	0.210	6.789	0.000	Accepted

Table 5 Bootstrapping results and the magnitude of the influence of the tested hypotheses the results of testing self-leadership (SL) and Employee Performance (EP) show a positive original sample value of 0.475, T Statistic 10.180, and P-Value 0.000. Hypothesis 1 is accepted, self-leadership positively and significantly affects employee performance.

Hypothesis testing results of motivation (MTV) and Employee Performance (EP) show a positive original sample value of 0.390, T Statistic of 8.511, and P-Value of 0.000. Hypothesis 2 is accepted. Motivation has a positive and significant effect on employee performance.

The self-leadership (SL) and Motivation (MTV) test results show a positive original sample value of 0.538, a T Statistic of 12.903, and a P-Value of 0.000. Hypothesis 3 is accepted, self-leadership positively and significantly affects motivation.

The test results of self-leadership (SL) and employee performance (EP) with the mediating variable of motivation show a positive original sample value of 0.210, T-Statistic of 6.789, and P-Value of 0.000. Hypothesis 4 is accepted, self-leadership positively and significantly affects employee performance through motivation as a mediating variable. Motivation fully mediates the relationship between self-leadership and employee performance.

## 5. Discussion

### 4.1 The Effect of Self-leadership on Employee Performance

A positive and statistically significant relationship between self-leadership and performance at the Directorate General of Taxes was found using structural equation modeling to test the first hypothesis. That is, self-leadership is directly correlated with performance in the workplace.

This result strengthens previous research (Putra & Sintaasih, 2018) that performance positively correlates with self-leadership factors. According to Putra and Sintaasih (2018), in terms of improving performance in the workplace, self-leadership is very important. In this case, self-leadership is an important factor that if an employee has strong self-leadership, employees will have a sense of optimism about their work, it will also be easier for workers to coordinate their efforts to meet organizational targets, and believe that if employees do their work well, the results will be good too.

The most dominant dimension reflecting on self-leadership is the Constructive Thought strategy. I like to create a comfortable and conducive atmosphere in the office. The most dominant dimension of the performance variable is Task Performance, which is the main indicator that I understand the targets I must achieve at work.



This indicates that when each individual/employee of the Directorate General of Taxes has a mindset to create a comfortable and conducive atmosphere in the office. A comfortable and conducive work atmosphere can increase employee focus in carrying out and completing tasks that are their responsibility which are part of the work targets that employees must meet, this situation makes employees better able to understand the work targets they must achieve, with employees having the ability to create a pleasant atmosphere is expected to create superior employee work ethic and productive and high-performing employees.

Thus, it can be said that someone with a good self-leadership spirit can show his integrity and performance at work.

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

A positive and statistically significant relationship between motivation and employee performance in DGT was found using structural equation modeling (SEM) research to evaluate the second hypothesis. In other words, a person's level of motivation affects performance.

This result supports previous findings (Pranitasari & Kusumawardani, 2021) that motivation is one of the important factors because it increases encouragement for employees to do a job.

As one of the few things that can change a person's behavior to work diligently and enthusiastically in pursuit of the best results, motivation is very important to increase productivity. To foster employee motivation, an organization needs to know what motivates their employees, both conscious and unconscious, in the form of material and non-material, physical and spiritual needs. Other research by (Guruh, 2017; Sudarso, 2020) found that motivation significantly affects employee performance.

The results of the analysis of the Motivation variable can be seen from various dimensions, be it the need for achievement, the need for power, and the need for affiliation. However, the most dominant dimension reflecting motivation is the need for affiliation with the main interaction indicator.

This shows that if the relationship that is built is expected to be able to realize common interests, it will lead to the establishment of good relationships between co-workers and can affect employee performance, especially at the Directorate General of Taxes. This is because almost all aspects of work at the Directorate General of Taxes mostly require solid teamwork because that is how success in achieving predetermined targets can be achieved.

#### *4.3. The Effect of Self-Leadership on Motivation*

The results of SEM analysis to test the third hypothesis obtained information that self-leadership positively and significantly influences performance. This means that high self-leadership owned by employees will be able to have a major influence in increasing motivation.

The results of this study are in line with previous research (Herawati, 2022) self-leadership requires a person to be self-aware, to actively seek to confirm that identity, and to organize his resources in such a way that he can complete tasks in a way that satisfies his own and others' expectations. A true person can lead and organize himself, know what is right and wrong, and can motivate himself to do better.

The most dominant dimension reflecting self-leadership is the Constructive Thought strategy dimension, with the main indicator of creating a pleasant atmosphere. In contrast, the main indicator of motivation is the need for affiliation with the main indicator of Interaction. This shows that if an employee can create a pleasant atmosphere, it will directly impact the relationship between colleagues. When colleagues' relationships are established, they will be motivated to realize common interests.

#### *4.4. The Effect of Self-Leadership on Employee Performance Mediated by Motivation*

The results of SEM analysis to test the fourth hypothesis obtained information that motivation mediates the effect of the self-leadership relationship on the performance of the Directorate General of Taxes employees.

It can be interpreted that the self-leadership possessed by employees of the Directorate General of Taxes can increase work motivation which will affect the performance of employees of the Directorate General of Taxes. Therefore, it can be concluded that individuals with a high level of self-leadership can contribute significantly to increasing employee work motivation, which will positively affect employee performance. This follows the findings of a study by (Satria, 2022), which states that self-leadership has a positive and significant effect on employee performance mediated by motivation.

Then suggestions are needed for unit leaders to build a culture of discussion and provide mutual input to individuals and groups because constructive input and responses can help employees to know what needs to be improved or maintained, both when carrying out work activities and in developing themselves as employees. Agencies also need to organize training and activities to improve self-leadership skills, employing continuous/routine self-leadership training and its application evenly in all Directorate General of Taxes units. The Directorate General of Taxes is expected to pay more attention to each employee's career and mutation patterns to create a fair feeling in the hearts of each employee to increase work motivation for employees. The Directorate General of Taxes can start providing opportunities for employees to determine how to complete the work given to each employee.

## **6. Conclusion**

Self-Leadership has a positive and significant effect on employee performance, someone who has good self-leadership will make employees more enthusiastic about improving their performance and have a great sense of responsibility for their work, when someone can manage himself, then it will also make someone understand what targets he will achieve for his work.

Motivation has a positive and significant effect on employee performance, someone who has a great motivational drive at work will try as much as possible to improve their performance, and vice versa, low work motivation will cause low performance. Low employee performance is unlikely to achieve good results without motivation because motivation is necessary to achieve organizational goals.

Self-leadership has a positive and significant effect on motivation, the strength of self-leadership in an employee can direct the employee to increase motivation leading to the realization of common interests. This shows that as a government official, he must try as much as possible to

regulate himself to act/do positive things to have a positive effect that encourages himself and his colleagues around him to do positive things.

Self-Leadership has a positive and significant effect on employee performance mediated by motivation. When the self-leadership of each employee is good and appropriate, it will form motivation in each employee, which will encourage them to continue to work well and carry out their duties and responsibilities, ultimately resulting in good employee performance.

As a recommendation from the research results, several things can be suggested to agencies, namely that agencies need to organize training and activities that are able to improve self-leadership skills by means of continuous or routine self-leadership training and that its application is evenly distributed in all units of the Directorate General of Taxes.

The Directorate General of Taxes is expected to pay more attention to the career and mutation patterns of each employee in order to create fair feelings in their hearts, thereby increasing work motivation for employees.

### **7. Limitation and Suggestion**

This study only uses 3 positions in the Directorate General of Taxes; therefore, suggestions that can be given for further research are to increase the population in the study so that the scope of the research and generalization of the research become wider.

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