

The Influence of Leadership Style and Work Motivation on Employee Performance

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Abstract

This research objective was to determine the effect of leadership style and work motivation on employee performance in the rendalprod warehouse department and the general department of PT. Pindad (Persero) Turen. Linear regression analysis from a sample of 76 employees with a significance level of 5% of the research results: (1). Leadership Style has a significant effect (0,291) on employee performance. (2). Work motivation has a significant effect (0,317) on employee performance. (3). The amount of influence of leadership style and work motivation simultaneously is 0,205. This shows that the leadership style and work motivation together have a significant effect on employee performance in the rendalprod, warehouse and general departments of PT. Pindad (Persero) Turen.

Keywords

leadership style; work motivation; employee performance



I. Introduction

Human resources play an important role in carrying out organizational activities because they play a role in planning, acting, and determining the realization of organizational goals. Therefore, it is necessary to have proper management of human resources in order to achieve the success and goals of an organization through good management as a means to achieve goals. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The development of globalization is the most widely developed issue in global competition which is driven by free competition and there are no longer limits in a particular region or country so that this freedom of business has become a demand and need for the entire community. Various developments and changes in aspects of the economy, science and technology as well as the approach of the era of free trade, the role of the government is decreasing, especially in the economic field with various protections for both private and state-owned enterprises, therefore competition is getting tougher and this demands every organization. must optimize the utilization of their resources to continue to improve themselves in order to remain competitive in free trade later.

The higher the target set by the agency, the higher the influence on employees to be more active and work hard in carrying out their activities. In every employee there is potential that can help the agency realize its goals, including the need and spirit of achievement, the spirit to work hard responsibly, a sense of belonging to the place where

work and always involved in every effort to achieve progress, if the agency has paid attention to the potential This will certainly be easy for the leadership to move, direct and motivate employees. In directing and motivating employees, a certain leadership style is required according to the situation and conditions.

Phenomena that come to the fore in the field of employment are often problems of leadership style and employee work motivation, this can encourage employee performance, many phenomena occur in agencies regarding leadership style and work motivation in influencing employee performance, this can be seen in the reality that occurs, where the overflow This uncertainty often ends with employee demonstrations.

Organizations need to think about ways that can be done to develop human resources in order to encourage progress for both the agency and its employees. One way is with employee motivation. To provide employee work motivation to be given to employees, the agency must have an appropriate remuneration system, and there are many more reasons put forward by the agency leaders.

According to Prawirosentono (2012) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authorities in an effort to achieve organizational goals. High performance from an employee is expected by every organization, because the increase in the performance of human resources will have an impact on improving performance to achieve organizational goals. Employee performance (work performance) from several expert opinions, it can be interpreted that performance is closely related to the results of one's work in an organization, the results of the work can be in the form of quality, quantity and timeliness.

The leadership style has an important role in influencing the way employees work, the appearance of the leadership style will have a positive or negative impact on the performance of the employees they lead. Because leadership is an aspirational force, a spirit power, and a creative moral force, which is able to influence members to change attitudes, so that they conform to the leader's wishes. A leader must be able to study the character of his employees so that he can evaluate himself and find out whether his leadership style is in accordance with the wishes, abilities and expectations of employees. Because the leadership style in accordance with the expectations of employees will provide a big role in the progress of an organization.

Factors that affect employee performance are work motivation. Work motivation is no less important in an effort to encourage employees to carry out their duties and work so that it can run smoothly, therefore a leader must try to create a conducive work climate so that employees are more accomplished to work and think creatively. According to Robbins and Judge (2015) motivation is defined as the process of explaining a person's strength, direction, and persistence in an effort to achieve goals. A leader must be able to study the character of his employees so that he can evaluate himself and find out whether his leadership style is in accordance with the wishes, abilities and expectations of employees. Leadership style and work motivation in accordance with employee expectations will play a major role in the progress of an organization. Motivation is the behavior of individuals or employees related to goals and the level of effort made in achieving a goal an employee will do his or her job well if there is encouragement from within him. The drive will arise if an employee has a need to fulfill, for example the need to achieve success, the need to be able to socialize with other employees, and the need to gain power.

PT. Pindad (Persero) is a strategic manufacturing company that produces defense equipment and industrial products. This research was conducted at PT. Pindad (Persero) which is in Turen in the Munitions Division, which specializes in producing small caliber

and large caliber munitions is led by a General Manager, who oversees 8 (eight) departments that have their own managers but the decisions for several departments are in the hands of a general manager. Decision making, such as a preliminary example of sending munitions that are ready to be sent in the Warehouse Production Department and general jobs such as public relations, personnel, general administration and internal affairs in the General Department belongs to a General Manager. To gain customer trust and support Delivery on Date, PT. Pindad (Persero) Turen must always improve the performance of its human resources efficiently and effectively. In this case the leadership role is very necessary and using the right leadership style in order to improve employee performance.

- The Relationship between Leadership Style and Work Motivation on Employee Performance

The results of Tampi's research (2014) suggest that leadership style and work motivation together have a positive effect on employee performance.[6]This is in accordance with the results of other studies[7]and Ramlawati (2016) which states that leadership style and work motivation simultaneously affect employee performance, which means that the better the leadership style and work motivation simultaneously, the better the employee's performance tends to be.[8]Based on the statement and the results of the research, it can be interpreted that the better the leadership style of a leader, and the higher the employee's work motivation, the higher the employee's performance tends to be.

- The Relationship between Leadership Style and Employee Performance

According to Thoha (2010) leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates.[9]Leadership that is played well by a leader is able to motivate employees to work better, this will make employees more careful in trying to achieve the targets expected by the company, so that it has an impact on their performance.This statement is in accordance with the results of research from Agustiningrum, et al.and Ramlawati (2016) revealed that leadership style has a positive and significant effect on employee performance, which means that the better/higher the leadership style of a leader, the higher employee performance will be.

- The Relationship between Work Motivation and Employee Performance

Motivation is a set of attitudes and values that influence employees to achieve specific things in accordance with the goals of the organization or company. Attitudes and values are an energy that moves employees to behave in achieving goals.Rivai's statement in Supriadi (2015) is in accordance with the results of research from Tampi (2014) and Guterres and Supartha (2016), stating that work motivation has a positive effect on employee performance.This means that the higher the employee's work motivation, the higher the employee's performance.

II. Research Method

In this study, the sampling uses purposive theory, which is one of the non-random sampling techniques where the researcher determines the sampling by determining specific characteristics in accordance with the research objectives which are expected to answer research problems, in purposive theory the calculation of sample size is based on employee tenure, employee age and education level are 76 employees.

Determination of the number of samples depends on the number of subjects in the population, if the number of subjects is less than 100, it's better to take all of them so that the research is a population study. However, if the number of subjects is large, it can be taken between 10 - 15% or 20 - 25% or more.

The population in this study all employees who are in the Department of Randalprod Gudang and the General Department of PT. Pindad (Persero) Turen.

- Analysis technique

The analysis method used in this research is multiple linear regression, including multiple correlation coefficients, multiple coefficients of determination and F test.

The F statistical test basically shows whether all the independent variables included in the model have a joint or simultaneous influence on the dependent variable. By comparing $F_{count} > F_{table}$, there is an influence between the independent and dependent variables and vice versa. As for the significance, if $F < 5\%$, there is an influence between the independent and dependent variables.

Respondent Analysis. Based on gender, the majority of respondents were male as many as 56 employees (73.68%) while female respondents were 20 employees (26.32%). Based on tenure, the largest respondents in the first place were in the 21-30 years working period as many as 37 people (48.68%) and in the second place were in the 0-10 years working period as many as 30 people (39.47 %). Based on age, the most dominant respondents were at the age of 40-50 years as many as 31 employees (40.79%). When viewed from the level of education, respondents who dominate the SMK / STM education level are 55 people (72.37%) in number two are 17 people (22.37%) from the undergraduate level.

III. Result and Discussion

The results of this study indicate that leadership style and work motivation mutually influence employee performance : $\text{Regression } Y = 20,462 + 0.291 X_1 + 0.317 X_2 + 5.026$

Constant of 20,462; meaning that if the Leadership Style (X_1) and Work Motivation (X_2) value is 0, then the value of Employee Performance (Y) is 20,462. The regression coefficient of the Leadership Style variable (X_1) is 0.291, meaning that if the other independent variables have a fixed value and the Leadership Style has increased, then the Employee Performance (Y) value will increase by 0.291. The coefficient is positive, meaning that there is a positive relationship between Leadership Style and Employee Performance.

The Effect of Leadership Style (X_1) on Employee Performance (Y). Based on the results of testing the second hypothesis, it shows that leadership style has a significant effect on the performance of employees of the Department of Randalprod, Warehouse and General Department of PT. Pindad (Persero) Turen. This is supported by the calculation of Multiple Linear Regression of $(\beta) = 0.291$. The highest score for the leadership style variable indicator is in the Supportive indicator (5) with a calculated r value of 0.934. So the leadership style applied by the leadership of PT. Pindad (Persero) Turen in order to influence employee performance is a supportive leadership style, stated that a supportive leadership style is a treatment of a leader who is friendly, friendly, and cares about the status and needs of workers.

The results of this study support the research conducted by Bryan Johannes Tampi, concerning the Effect of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, Tbk. (Regional Sales Manado), [6] get the results that leadership style has a positive effect on employee performance, motivation has a positive

effect on employee performance, leadership style and motivation has a positive effect on employee performance.

The regression coefficient of Work Motivation (X2) is 0.317, meaning that other independent variables have a fixed value and work motivation has increased, so the value of employee performance will increase by 0.317. The coefficient is positive, meaning that there is a positive relationship between work motivation and employee performance.

Effect of Work Motivation (X2) on Employee Performance (Y). Based on the results of testing the third hypothesis, it shows that work motivation has a significant effect on the performance of employees of the Department of Rendalprod, Warehouse and General Department of PT. Pindad (Persero) Turen. This is supported by the calculation of Multiple Linear Regression of $(\beta) = 0.317$. The highest score for the variable leadership style indicator is the indicator with the need for psychology and the need for security (2,3), the value of r count is 0.884.

This shows that the majority of employees who work at the Rendalprod Warehouse Department and the General Department of PT. Pindad (Persero) Turen tends to have high performance which will be realized if motivated by psychological needs and security needs. According to Maslow's hierarchy of needs, psychological needs are the lowest level needs or also known as basic needs such as salary, benefits and others. In addition to psychological needs, there is a need for security, which is a need for protection from threats, dangers and the environment, not only in a physical sense but also mental, psychological and intellectual.

This is in accordance with the research conducted by Purwanti, Angga Mardiana 2019 concerning the Effect of Leadership Style and Motivation on Employee Performance at PT. Panasonic Gobel Energy Indonesia.[16](Case Study of F1 Component Department) by getting the results of leadership style has a positive and significant effect on performance, motivation has a positive and significant effect on performance, and leadership style and motivation has a positive and significant effect on performance.

The results of this study indicate that leadership style and work motivation mutually influence employee performance. The Effect of Leadership Style (X1) and Work Motivation (X2) on Employee Performance (Y) Based on the results of testing the first hypothesis, it shows that leadership style (X1) and work motivation (X2) jointly affect employee performance (Y) Department of Rendalprod , Warehouse and General Department of PT. Pindad (Persero) Turen. These results do not support the research conducted by Dharma Yudha, Abdul Qodir Jaelani, Afi Rahmat, 2019 entitled The effect of compensation, leadership style and work motivation on employee performance at the Pakis Village Unit Cooperative, Malang Regency, the study found that compensation has a positive effect on performance. employees, leadership style has a negative effect on employee performance.

IV. Conclusion

From the research that has been done, the following results are obtained:

- The leadership style and work motivation together have a significant effect on the performance of employees of the warehouse product department and general department of PT. Pindad (Persero) Turen.
- The leadership style has a significant effect on the performance of employees of the warehouse and general production department employees. And the supportive leadership style applied by the leadership of PT. Pindad (Persero) Turen in the rendalprod warehouse department and the general department

- Work motivation has a significant effect on the performance of employees at the rentalprod warehouse department and the general department. And the need for psychology and the need for security are the driving force for employee performance to increase.

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