



# The influence of work motivation and leadership style on employee performance

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## ABSTRACT

Performance is the result of work achieved by someone who is adjusted to their respective roles or tasks in a company at a certain time period, which is associated with a certain value or standard measure of the company where the person works. This study aims to determine the effect of work motivation and leadership style on employee performance. The type of research used is quantitative, with a population of all 45 employees of PT Pusaka Kali Agung and sampling using a saturated sample technique. This research uses validity test, reliability test, classical assumption test, multiple linear regression analysis and determination (adjusted R<sup>2</sup>). The results in this study explain that work motivation and leadership style affect employee performance.

**Keywords:** Organizational Culture, Work Competence, Work Motivation, Organizational Commitment, Loyalty

## 1. INTRODUCTION

Today's business world has grown more advanced, this progress is supported by several factors, one of which is the human resource factor which is a very strategic and fundamental factor in the organization. The role of human resources will greatly determine the success or failure of the organization in achieving the vision and mission of the company that has been set, so that management activities run well. Companies must have employees who have quality performance, good quantity and accuracy of communication in carrying out their duties (Fadillah, 2019).

Handayani (2017) in his research states that motivation arises from a sense of need for oneself and the encouragement of individual desires that are directed at the goal of obtaining satisfaction. The motivational process begins with need recognition. One of the causes of the complexity of this process is because each employee has different needs so that the work motivation of employees is also different. The higher the work motivation of employees will affect employee performance. Nugroho (2017) from the literature on leadership styles, it can be concluded that in management science, leadership can be

defined as a person's ability to influence the surrounding conditions.

Leadership in an organization has a very important role for organizations and companies. Leaders are people who have the task of directing and guiding subordinates and are able to obtain subordinate support so that they can move subordinates towards achieving organizational goals (Robbins, 2015).

Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the agency. According to Prawirosentono (2016), 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 authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with the norms and ethics.

According to Sutrisno (2016), performance is the result of a person's efforts found by the ability of his personal characteristics and perceptions of his role in the job. From the opinions of the experts above, we can conclude that performance is a work that can be found in quality and quantity in carrying out the tasks assigned to an employee who realizes

the goals, vision, mission, and goals of an organization or company.

PT Pusaka Kali Agung was founded in 1954 which initially only produced ice cubes to meet the needs of the Cirebon and surrounding communities. PT Pusaka Kali Agung started its business in the bottled drinking water (AMDK) industry in 1989 with the trademark tirta. more oriented towards the production of bottled drinking water (AMDK) which is clean, healthy and hygienic so that it can be consumed by all levels of society and consistently maintains product quality with very competitive selling prices in the market.

To achieve the things mentioned above, TIRTA will not be able to realize everything except with good employee performance and high productivity. At TIRTA work motivation and leadership style are very closely related to employee performance. Because when motivation is attached to an employee automatically everything that is done by employees is in accordance with the values that exist in the company. A good leadership style will make employees work sincerely and sincerely. Employees are very happy when a leader invites to discuss in solving existing problems. Thus employees feel valued by leader. When all employees of PT Pusaka Kali Agung (TIRTA) have good work motivation and leadership style, then the company's targets and vision and mission will be achieved well too.

## 2. LITERATURE REVIEW

### Performance

According to Hasibuan (2016), performance is a work achieved by a person in carrying out the tasks assigned to him. According to Marpaung (2014) performance is a set of results achieved and refers to the act of achieving and carrying out the requested work. According to Edison (2016) performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements.

### Work motivation

According to Widodo (2015) motivation is a force that exists within a person that drives his behavior to take action. The magnitude of the intensity of the power from within a person to perform a task or achieve a goal shows the extent of the level of motivation. According to Darajat (2015) motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur in a person. And motivation as a psychological process arises due to factors within a person themselves called intrinsic or external factors called extrinsic. Factors from within a person can be in the form of personality, attitudes, experience and education or various hopes, ideals that reach into the future, while external factors can be caused by various factors, due to the influence of leaders, colleagues or other very complex factors., but both intrinsic and extrinsic factors arise because of the stimulus. According to Fahmi (2016) motivation is a function of growth because it gets intrinsic rewards for interesting and challenging work.

### Leadership Style

Hasibuan (2016) states that, leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. According to Basna (2016), the leadership style represents the hunches, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. Uman (2018) states that leadership is the power to influence someone to do or not do something. Leadership requires the active use of abilities to influence others and in realizing the goals of the organization that have been set.

### Research Design

The design in this study is as shown in the following figure:

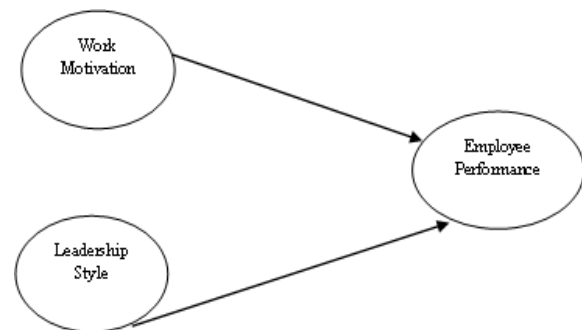


Figure 1. Research Design

### Hypothesis

- H 1 : Motivation has a positive and significant effect on employee performance
- H 2 : Leadership style has a positive and significant effect on employee performance

## 3. METHODS

The research method is one of a series that must be carried out in achieving the ultimate goal of a study, where the selection method that is appropriate and in accordance with the observed phenomenon will lead to maximum results. The type of research used in this research is quantitative method research. According to Sugiono (2016) the quantitative method is a scientific approach that views a reality that can be classified as concrete, observable and measurable, the relationship between variables is causal where the research data is in the form of numbers and the analysis uses statistics. Data in quantitative research does have the results of measuring variables that are operated using instruments in analyzing data. A study using quantitative methods was examined at the end of data collection. This study was conducted. The location of this research was conducted at PT Pusaka Kali Agung. The method of collecting data is by distributing questionnaires with the help of googleform. Data analysis method using SPSS program

## 4. RESULTS AND DISCUSSION

### Normality test

Normality test is carried out to test whether the residual value generated from the regression is normally distributed or not (Ghozali, 2016).

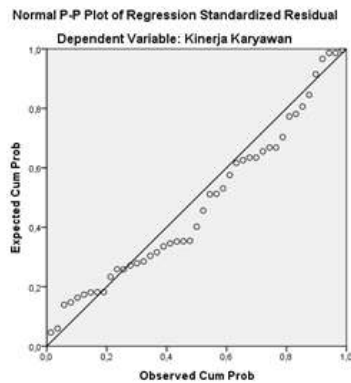


Figure 2. Normality Curve P – P Plot

Based on Figure 1, it can be concluded that the p-plot graph shows the distribution points around the diagonal line and the distribution does not look far and is normally distributed. In this case, the graph shows that the regression model fits the assumption of normality and is feasible to use.

### Multicollinearity Test

Multicollinearity test aims to test whether in a regression model there is a correlation between independent variables. The guideline for a regression model that is free of multicollinearity is to have a tolerance number close to 1. The VIF limit is 10, if the VIF value is below 10, multicollinearity will occur.

Table 1. Multicollinearity Test

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,170	3,006		2,365	,022		
Motivasi Kerja	,284	,119	,329	2,378	,022	,872	1,147
Gaya Kepemimpinan	,263	,108	,337	2,440	,019	,872	1,147

a. Dependent Variable: Kinerja Karyawan

Based on table 1, it shows that the VIF value for work motivation is 1.147, the VIF value for leadership style is 1.147, indicating that the tolerance value for work motivation is 0.872 and leadership style is 0.872. Thus it can be concluded that the regression equation model does not have multicollinearity problems and can be used in this study.

### Heteroscedasticity Test

Heteroscedasticity test aims to test whether a regression model occurs unequal variation from the residual of one observation to another observation.

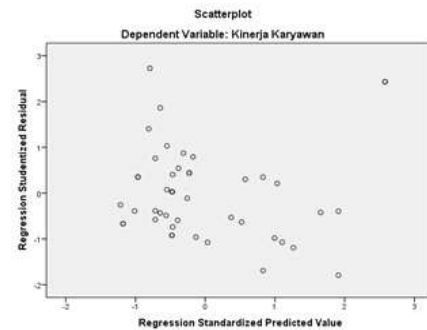


Figure 3. Scatterplot Graph of Heteroscedasticity Test Results

From the scatterplot graph above, it shows that the points are spread out and do not form a certain clear pattern, so it can be concluded that there is no heteroscedasticity problem. To confirm the results of the heteroscedasticity test above, the researchers conducted the Glejser test to find out whether a regression model has an indication of heteroscedasticity by regressing the absolute residual.

### Multiple Linear Regression Test

Table 2. Multiple linear regression test

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
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Gaya Kepemimpinan	,263	,108	,337	2,440	,019	,872	1,147

a. Dependent Variable: Kinerja Karyawan

Based on the results of data analysis in table 2. then the multiple linear regression equation is obtained as follows:

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

$$Y = 7.170 + 0.284 X_1 + 0.263 X_2$$

From the results of the above calculations, it can be concluded that the constant is 7170, if the variables of work motivation and leadership style are 0 then the employee's performance is 7170 assuming other variables can affect employee performance are considered constant. The regression coefficient of the work motivation variable is 0.284, which states that for each additional work motivation variable of one, there will be an increase in the performance of PT Pusaka Kali Agung employees with the assumption of a fixed value. The regression coefficient for the leadership style variable is 0.263 which states that for each additional leadership style variable by one, there will be an increase in the performance of PT Pusaka Kali Agung employees with the assumption of a fixed value.

### Coefficient of Determination Test

The coefficient of determination aims to determine the ability of the independent variable to explain the dependent variable. The test results can be seen from the following table:

Table 3. Test the coefficient of determination

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,549 <sup>a</sup>	,301	,268	5,321	2,512

a. Predictors: (Constant), Gaya Kepemimpinan, Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

From table 2, it is known that the adjusted R Square number is 30.1% the dependent variable of employee performance can be explained by the independent variables of work motivation and leadership style on performance. While the rest (100% - 30.1% = 69.9%) is explained by other variables not in the study.

### Discussion

The results of the reliability test showed that Cronbach's alpha value was above 0.06 so it could be said to be reliable. This can be seen from the results of testing conducted through SPSS, where the work motivation of Cronbach's alpha is 0.936. Multiple linear regression equation is used to predict how high the value of employee performance is when the value of work motivation changes based on multiple linear regression analysis, the equation  $Y = 6.130 + 0.262 X_1$  is obtained. This is when work motivation is increased, employee performance will also increase. Calculation of the coefficient of determination attached, it can be seen that the percentage R correlation coefficient of 0.576 indicates the strength of the relationship between the independent variables work motivation, leadership style and compensation on employee performance. square independent variable work motivation variable, leadership style and compensation on employee performance by 33.2% while the remaining 66.8% is influenced by other variables not examined in this study. From the analysis results show that the t test for the work motivation variable is obtained t count of 3.298 and t table of 1.679 which means t count > t table, then H0 is rejected, H1 is accepted with a significance level of  $0.002 < 0.05$ . The results of these calculations indicate that the work motivation variable has a positive and significant effect on the employee performance variable of PT Pusaka Kali Agung. The results of this study are in line with research conducted by Ekhsan (2021) which explains that motivation has a significant effect on employee performance.

The results of the reliability test show that Cronbach's alpha is above 0.06 so it can be said to be reliable. This can be seen from the results of testing conducted through SPSS, where Cronbach's alpha leadership style is 0.957. Multiple linear regression equations are used to predict how high the value of employee performance is when the value of leadership style changes based on multiple linear regression analysis, the equation  $Y = 6.130 + 0.261 X_2$ . This is if the leadership style is improved, the employee's performance will also increase. The calculation of the coefficient of determination attached, it can be seen that the percentage R correlation coefficient of 0.576 indicates the strength of the relationship between the independent variables of work motivation, leadership style and compensation on employee performance. The results of R square independent variables of work motivation, leadership style and compensation on employee performance are 33.2% while the remaining 66.8% is influenced by other variables not examined in this study. From the analysis results show that the t test for the leadership style variable is obtained t count of 3.348 and t table of 1.679 which means t count > t table, then H0 is rejected, H2 is accepted with a significance level of  $0.002 < 0.05$ . The results of these calculations shows that the leadership style variable has a positive and significant effect on the employee performance variable of PT Pusaka Kali Agung. The results of this study are in line with research conducted by Badrianto (2022) which explains that leadership style has a significant effect on employee performance.

## 5. CONCLUSION

Based on the results of the analysis and research that has been done regarding work motivation and leadership style on the performance of PT Pusaka Kali Agung employees, it can be concluded that the respondent's perception states that work motivation on the performance of PT Pusaka Kali Agung employees is quite good. This is indicated by the t-count value of 3.298 with a significance value of 0.002, the significance value is much smaller than 0.05, then H0 is rejected, H1 indicates that there is a significant effect of work motivation on employee performance. company goals, and vice versa if the company does not provide good work motivation, the employees will not really work. Respondents' perceptions stated that the leadership style on the performance of PT Pusaka Kali Agung employees was quite good. This was indicated by the t-count value of 3.348 with a significance value of 0.002, the significance value was much smaller than 0.05, then H0 was rejected, H2 indicated that there was a significant effect of style. leadership on employee performance, meaning that in this case the leadership style variable partially affects employee performance. By providing a leadership style that can influence subordinates in a good direction it will affect employee performance. The success of an organization can be seen from how a leader influences against his subordinates.

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