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THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE PT. ASSA RENT

Indra Setiawan

Department of Management, Pelita Bangsa University, indra.setiawan@pelitabangsa.ac.id

Abstract

To achieve this goal, every organization needs human resources. Human resources and leadership need to be well integrated because these two things can mutually influence employee performance. Good employee performance can achieve the desired organizational or company goals. This is a challenge for the company to produce the best employee performance. In this study, the formulation of the problem that will be assessed is whether there is an influence between the autocratic leadership style and work motivation on employee performance, whether there is an influence between work motivation on employee performance, is there an influence between leadership style and motivation on employee performance at PT Assa Rent on year 2019. This research is a qualitative study, with data collection techniques, interview techniques, observation, literature study, and questionnaires (questionnaire). From this research, the conclusion that the writer can take is that when the leadership style and work motivation are tested jointly, there is a significant influence between the leadership style and work motivation on employee performance at PT Assa Rent. If seen from its dominance, the variable of work motivation is more dominantly affecting employee performance compared to the leadership style variable.

Keywords: Leadership Style, Motivation, Employee Performance.

1. Introduction

In the face of competition in the current era of globalization, companies are required to work more efficiently and effectively. The company is an organization that brings together people who are usually called employees to run household production activities of the company (Robbins, 2008). Almost all companies have a goal that is to maximize profits and value for the company and improve the welfare of their owners and employees.

In almost all companies, employees are important assets that they must protect. Appropriate leadership patterns can also affect the company's progress both directly and indirectly. Leaders who have responsibilities, are dedicated to serving the company, are disciplined, honest, fair and authoritative can provide welfare to employees and the company. Irham Fahmi (2013: 69-71) states that a leader is like two inseparable coins, in the sense that they can be studied separately but must be seen as one entity. Each leader basically has a different behavior in leading his followers, the behavior of the leaders is called the leadership style.

Leadership has a very close relationship with motivation, because the success of a leader in moving others in achieving the goals that have been determined is very dependent on the authority and leader in creating self-motivation of each subordinate, colleague and boss's own leaders. In addition, a leader must be wise in dealing with all the problems that are happening in the company. The emergence of a morale attitude that makes the

rise of enthusiasm of different employees in the company is a starting point for a good enthusiasm for running the job and can boost the pace of employee performance for the next level.

Motivated employees will understand the desires of their leaders and will complete tasks as desired by their leaders. But there are also leaders with autocratic leadership patterns. Based on conditions that often occur at PT. Assa Rent, namely the Leaders are difficult to get input from subordinates, so making the decision taken by the leader is the final decision. This shows that decision making is based in one direction because it ignores input from subordinates. According to Robbin and Coutler (2009), autocratic leadership styles describe leaders who tend to concentrate power on themselves, dictate how tasks must be completed, make decisions unilaterally, and minimize employee participation so that it can affect employee motivation to work.

Employees who have high work motivation, will have a positive impact on the company, where the employee will uphold the values that make the company have a good image in the eyes of the community. Employees will be loyal and at ease to advance the company. Work motivation is intended to provide a stimulant power to the employee concerned so that the employee works with all his power and efforts (Manulang, 2008). Therefore, poor management of work motivation may have an adverse effect on employee and company performance.

To achieve organizational goals, of course, employees are required to maximize the performance he has. Employee performance is important for the organization to pay attention to, because it can affect the achievement of organizational goals and progress in a global competition that often changes. Widodo (2008: 78) argues that performance is carrying out an activity and perfecting it according to its responsibilities with expected results. Good performance can be seen from the results obtained, in accordance with organizational standards.

2. Literature Review

Employee Performance

Every employee is required to make a positive contribution through good performance, considering the performance of the organization depends on the performance of its employees. According to Dessler (2009) employee performance is a work performance, that is a comparison between work results that are seen in real terms with work standards set by the organization. Then Robbins (2008) defines performance, which is a result achieved by employees in their work according to certain criteria that apply to a job. Based on the performance definitions of some of the opinions above, it can be concluded that the performance is the result of work both in quality and quantity that has been achieved by employees, in carrying out their duties in accordance with the responsibilities given by the organization, the work results are adjusted to the organization's expectations, through criteria or standards that apply in the organization. The success or failure of the organization's achievement is influenced by the performance of employees individually or in groups. Assuming the better the performance of employees, the better the performance of the organization.

Leadership Style

Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Waridin and Bambang Guritno, 2005). According to Tjiptono (2006: 161) leadership style is a way used by leaders in interacting with their subordinates. Meanwhile, another opinion states that the leadership style is the pattern of behavior (words and actions) of a leader that is felt by others (Hersey, 2004: 29).

Work Motivation

In organizational life, giving encouragement as a form of work motivation to subordinates is important to improve employee performance. According to Malayu (2009: 143), motivation comes from the Latin word *move*, which means encouragement or giving a driving force that creates the excitement of one's work so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction.

Motivation is a factor whose presence can lead to job satisfaction, and improve employee performance (Umar, 1999). Then Siagian (2002) said that in organizational life, including work life in organizations, aspects of work motivation absolutely get serious attention from leaders who are in direct contact with subordinates at work every day. Motivation itself is a reaction that arises from within a person as an encouragement because of external stimuli that influence to meet certain goals (Suranta, 2002).

Framework

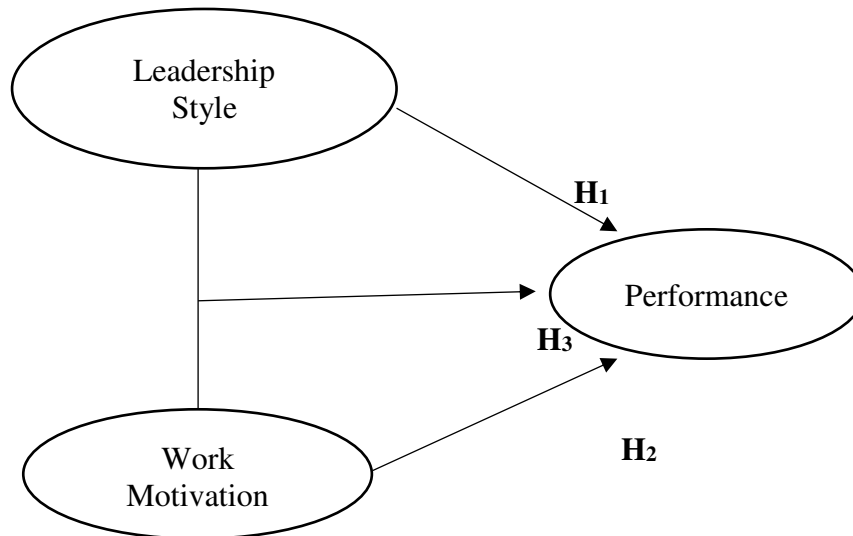


Figure 1. Framework

Source: Researcher data, 2019

Hypothesis:

The hypothesis is a temporary answer to the research problem until proven through the data collected (Suharsimi Arikunto, 1998: 67). From the main problems raised above, and based on previous research that has been done. So the hypothesis of this study are:

H1: It is suspected that the leadership style has a positive effect on employee performance.

H2: It is suspected that work motivation has a positive effect on employee performance.

H3: It is suspected that leadership and motivation together influence employee performance.

3. Methods

The method in this study, based on the objectives to be achieved by the nature of the relationship between variables, then this study is a descriptive study. this research was conducted at PT Assa Rent. The population is all employees at PT Assa Rent as many as 100 employees and the sample in this study amounted to 100 people. The questionnaire uses a Likert scale with five answer choices. Statistical analysis tool used to analyze research data using the Statistical Package for the Social Science (SPSS) program.

4. Results and Discussion

Characteristics of Respondents

The data obtained by the author regarding the profile of respondents is as follows:

Table 1. Characteristics Of Respondents By Age

Age of Respondents	amount	Percentage
19-22	35	35%
23-28	40	40%
29-35	15	15%
36-40	5	5%
41-50	5	5%
More than 50 years	0	0%
Total	100	100%

Source: Researchr data, 2019

Table 2. Characteristics Of Respondents By Sex

Gender	amount	Percentage
Men	92	92%
Woman	8	8%
Total	100	100%

Source: Researchr data, 2019

Table 3. Characteristics Of Respondents By Education

Education	amount	Percentage
High school / senior high school	79	79%
Academy	13	13%
Bachelor	8	8%
Total	100	100%

Source: Researchr data, 2019

Table 4. Characteristics of respondents based on years of service

Years of service	amount	Percentage
> 1 month - 1 year	7	7%
1-3 years	24	24%
3-6 years	21	21%
6-9 years	22	22%
9-12 years old	18	18%
12-15 years	7	7%
> 15 years	1	1%
Total	100	100%

Source: Researchr data, 2019

Analysis of Multiple Linear Regression Equations

Regression analysis is used to test the hypothesis about the effect of partially independent variables on the dependent variable. Based on the estimation of multiple regression with the SPSS 22.0 program, results such as:

Table 5 Coefficients

Model	B	Sig
Constant	-,684	,872
Leadership	,478	,000
Motivation	,524	,000

Source: Data obtained from spss 22.0, 2019.

Based on the table above we get the multiple linear regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = -, 684 + 0.478 X_1 + 0. 524X_2$$

The data interpretations of the multiple linear regression equation are:

a = -, 684 states that if X1 and X2 remain (do not change) then the consistency value of Y is - .684.

b₁ = 0.478 states that if X1 increases, Y will experience an increase of 0.478. Assuming there is no addition (constant) of X2 value.

b₂ = 0. 524 states that if X2 increases, then Y increases by 0. 524, assuming there is no additional (constant) value of X1.

Hypothesis Test

The first hypothesis: Based on the results of regression analysis obtained t-count value of 5.581 > t_{table} 1.993 and a significant value (Sig) 0.000 < 0.05. Then it can be concluded that HO is rejected and Ha is accepted, which means "Leadership style (X1) has a significant effect on employee performance (Y)". The second hypothesis: Based on the results of the regression analysis, the value of t_{count} is 5.959 > t_{table} 1.993 and the significant value (Sig) is 0.000 < 0.05. Then it can be concluded that HO is rejected and Ha is accepted which means "Work motivation (X2) has a significant effect on employee performance (Y)"

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	518,472	2	259,236	76,925	.000 ^b
	Residual	326,888	97	3,370		
	Total	845,360	99			

Source: Data obtained from spss 22.0, 2019

Third Hypothesis: Based on the results in the F test table it is known that the value of F_(count) > T_(table) is 76.925 > 3.123 and the significance of the F Test is 0.000 < 0.05 so it can be concluded that leadership style and work motivation simultaneously influence employee performance .

Discussion

Based on the test results statistically it can be clearly seen that partially (individually) all independent variables affect the dependent variable. The influence given by the two independent variables is positive, which means that the higher the leadership style and work motivation will result in the higher employee performance produced. The explanation of each variable effect is explained as follows:

The influence of leadership style on Employee Performance

The results of hypothesis testing (H1) have proven that there is an influence between leadership style on employee performance. Through the results of calculations that have been done, the value of t_{count} is 5.581 greater than t_{table} 1.993 with a significance level of 0.000 results less than 0.05 so Ho is rejected and Ha is accepted. This test statistically proves that leadership style has a positive effect on employee performance. This means that there is an influence between the leadership style variables on employee performance at PT. Assa Rent. From the results of regression calculations that show a coefficient of determination of 75.8% and the remaining 24.2% are found in other variables not proposed in this study and this study only focused on PT. Assa Rent in 2018.

Effect of work motivation on Employee Performance

The results of hypothesis testing (H2) have proven there is an influence between motivation on employee performance. Through the results of calculations that have been made, the value of t_{count} is 7.867

greater than t_{table} 1.993 with a significance level of 0.000 results smaller than 0.05, which means that the hypothesis in this study H_0 is rejected and H_a is accepted. This test statistically proves that motivation has a positive effect on employee performance. This means that there is an influence between the variables of work motivation on employee performance at PT. Assa Rent in 2018. The results of this study indicate that work motivation can be used in predicting employee performance and positively influencing employee work results. With the results of these studies it has been tested and proven that work motivation has an effect on employee performance.

5. Conclusion

From the results of the validity and reliability test shows that all statements in each variable are declared valid and reliable. In the classic assumption test which includes the normality test, multicollinearity test, and the Heterkedastisitas test showed that in the regression model there were no multicollinearity problems and heteroscedasticity did not occur and had a normal distribution, then the results of testing the hypothesis concluded that there was a significant positive influence between the force leadership on employee performance. This means that the higher the influence of leadership style, the higher the level of performance of his employees. This can be seen from the calculations that have been done, obtained a coefficient value of 0.086 with a t-value of 5.581 is greater than t_{table} 1.993 with a significance value of 0.000 less than 0.05 thus it can be concluded that H_0 is rejected and H_a is accepted. This test statistically proves that the leadership style has a positive effect on employee performance with an error rate of 5%. This means that there is a significant influence between leadership style variables on employee performance at PT Assa Rent. In addition, the results of hypothesis testing have proven that there is a significant positive effect between work motivation and employee performance. Tests prove that motivation has a positive influence on employee performance. Judging from the calculations that have been done, the coefficient value of 0.524 is obtained and the t-value of 5.959 is greater than t_{table} 1.993 with a significance value of 0.000 less than 0.05. Thus it can be concluded that H_0 was rejected and H_a was accepted. The results of this study indicate that work motivation can be used in predicting employee performance and has a positive effect. With the results of these studies, it has been tested and proven that work motivation has a significant effect on the performance of employees of PT. Assa Rent. And from the results of the calculation of regression research shows that the coefficient of determination of 61.3% and the remaining 38.7% are found in other variables not proposed in this study and this study is also only focused on the Maintenance and Stock section of PT. Assa Rent.

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